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ERICSSON  PUBLICATION FOR EMPLOYEES WORLDWIDE

No.6 • 29 APRIL 1998



The race is on. Many players want to position themselves in the Brazilian telecom market. Ericsson has shown a favorable performance, but is not alone in the battle for billion-dollar orders.

Photo: ULF BERGLUND

Let the games begin

Brazil is the last major country in Latin America to deregulate and privatize its telecom market. The Brazilian government estimates that by 2003, the country will have invested some USD 75 billion in telecommunications, data and cable-TV networks. Final negotiations are currently under way with suppliers to the new private mobile telecom operators on the B-band. Even before this process is completed, Brazil is Ericsson's fifth largest market.

12-13

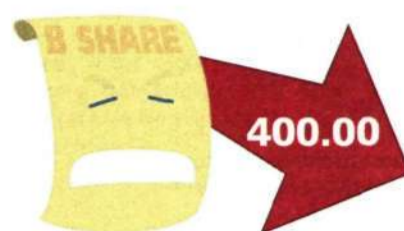


A nurturer of leaders takes a step back

After 36 years with Ericsson, Björn Svedberg has handed over his Chairman's gavel to Lars Ramqvist. Ramqvist is one of many top executives in the company for whom Svedberg has been a mentor.

He places particular emphasis on his role as a "nurturer of leaders" when Contact interviews him about his years with the company.

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Ericsson's B-share, 24/4

The campaign platform

The "Make Yourself Heard" campaign is Ericsson's first global image campaign. The message has been thoroughly tested and works, despite the complete lack of products in the campaign.

8-9

New heights for mobile phones

Calls can now be made anywhere thanks to telecom satellites. Ericsson has obtained a contract for phones for the Globalstar satellite project. The new phones use both GSM and satellite networks.

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Multimedia sales support

Sales personnel at the Mobile Systems-GSM, NMT, TACS business unit can now "attend" seminars in product marketing, even if they are working in another part of the world. The seminars are now available on CD-ROM.

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Ericsson at Expo '98 in Lisbon

The world exposition Expo '98 will open this summer in Lisbon. Ericsson is one of the main sponsors and will be present in the Swedish pavilion, displaying its might for customers and the world.

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portrait: Jan Hartzell in Latin America again.

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end line: Kudos to the company's IT experts.

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Björn Svedberg recently left Ericsson for good, after 36 years with the company. At the Annual General Meeting on March 30, he resigned as Chairman of the Board, a position he held for the past eight years. Prior to that, Svedberg was the CEO for 13 years. He led Ericsson out of the crisis years of the 1980s and into the current era of success.

Meet a man who never promotes himself, but who has been incredibly important for Ericsson.

A traveler who would rather look ahead

It was the evening of May 8, 1990. A rented yacht was anchored at the Vasa wharf in Stockholm. All of Ericsson's corporate management was on board, including their new "captain." Earlier in the day, at the Annual General Meeting, Lars Ramqvist had been introduced as the new CEO of Ericsson.

Björn Svedberg, who previously held the position, put on the admiral's uniform as Ericsson's new Chairman of the Board. Now, after 28 demanding years in executive positions, including 13 as CEO and President of the parent company, it is now time for him to pass the torch.

At that Annual General Meeting, Björn presented what were then record-breaking earnings – profits of SEK 4.5 billion. It was a major triumph for a company which had just put several rough years behind it.

The 1980s were a tough decade, despite the fact AXE had really taken off and

up close with

Björn Svedberg

first big orders for analog mobile systems had come in.

It was Ericsson Information System's investment in computers that had become a heavy burden.

But on that fine evening in May, those

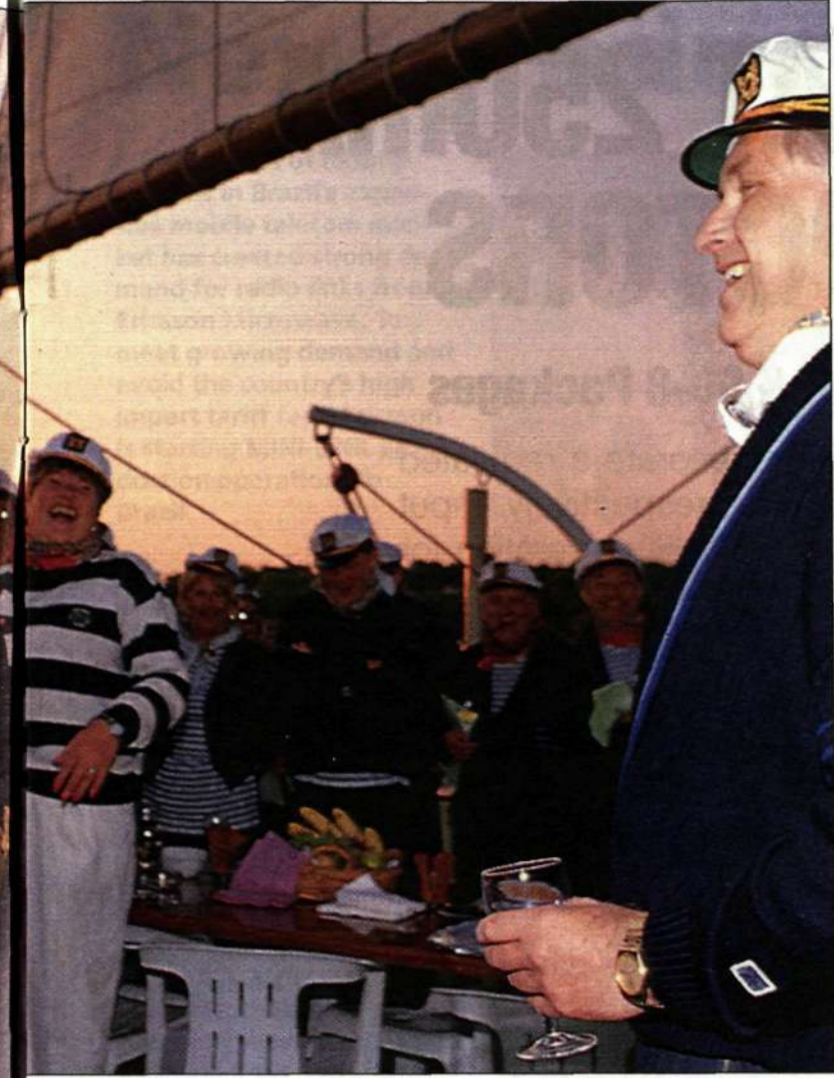
difficult years were forgotten. Björn Svedberg had turned the company's finances around, and the new CEO was able to take over a company that had gotten a better start than any other with regards to the exciting new mobile technology.

Conversion to digital mobile technology was close at hand and negotiations were underway for the first important GSM contracts. Everything looked good. Björn Svedberg turned the company over to a new president in whom he believed. He himself had mentored and later recruited his successor.

Eight years have passed since that meeting on the yacht when Contact calls Björn Svedberg for an interview with the recently departed Chairman of the Board. After having come to the natural conclusion of a 36 year-long involvement with Ericsson, it is now primarily as an interested shareholder that Svedberg will continue to follow the company.

"I have high hopes that my shareholdings are in good hands and that the company will continue to prosper," Björn emphasizes.

From the onset of our conversation, Björn Svedberg looks to the future. He is not especially interested in talking about things that have already taken place; there will be no "Memoirs of Björn Svedberg," he assures.



Björn Svedberg ended the first leg of his fantastic journey with Ericsson when he turned over the helm to Lars Ramqvist in 1990. Now, eight years later, he is also leaving the post of Chairman of the Board, after 36 years with the company.

Photo: LARS ÅSTRÖM

tomter in the center, to understand the needs of the customer. As a result, Ericsson has become known as a company that always stands behind the customer. The company actually delivers what it promises, even if there are problems that need to be solved along the way. And the company has always been able to develop good products – products which correspond to the expressed needs of Ericsson's customers.

"That is why it has always been a very positive experience to travel all over the world. No matter where I go, I can feel proud to represent Ericsson; you're met by such positive reactions when people realize where you come from."

Björn Svedberg knows what he is talking about. A very large part of his time at Ericsson has consisted of traveling all over the world, marketing the company.

A fantastic journey

"It has been incredibly stimulating and given me a very good picture of Ericsson as a highly global company."

"These 36 years have been a fantastic journey" said Björn Svedberg, when he was thanked at the Annual General Meeting on March 30. When asked about what the high points had been during that journey, Svedberg had no problem finding an answer.

As further proof of his unwillingness to look back, he chose two examples from January 29 of this year.

"The decision by ETSI to choose WCDMA as the new standard for third-generation mobile telephones was, for me, something of a culmination of our successes within mobile telephony in recent years. It was fantastic that our hard work in developing the technology finally paid off, and it is also fantastic that Ericsson has the technology and organization required to be able to deliver according to ETSI's decision."

The second January example was the new CEO that Björn Svedberg was able to present to the rest of the world.

"That was also a high point for me, to be able to present a new CEO that was recruited out of our own ranks. To be able to develop such an excellent candidate from one's own company was a wonderful reward for all of the work that has been put into developing skilled company managers in recent managers."

What is it then that characterizes a good manager? The answer comes quickly and brings us back a bit in time, to the difficult years in the 1980s. Björn Svedberg is convinced that it is through times of crisis that a manager's qualities are really tested. To have made it through a difficult crisis suc-

36 years with the company

Björn Svedberg joined Ericsson in 1972, directly after earning his engineering degree from the Royal Institute of Technology. He began by working with computers and computer memory for electronic telecom systems in the company's development division. Eventually, he became the manager of electromechanical systems development, and later technical manager for telestation systems. In 1976, Björn Svedberg became the corporate technical director.

After eleven months in that position, he was called into a meeting with the CEO at the time, Björn Lundvall. Following a three-minute conversation, he was offered the CEO job, which he accepted. He assumed the position on June 1, 1977, only 40 years of age.

"Our youngest President since 1909," wrote Contact at the time.

Björn Svedberg was President and CEO for 13 years before relinquishing those titles to Lars Ramqvist in 1990, to instead become Chairman



The new 40 year-old CEO, Björn Svedberg (to the left), was interviewed by Contact reporter Göran Hannerz in June 1977.

of the Board. After eight years as Chairman, Björn Svedberg left Ericsson for good at the Annual General Meeting on March 30, ending 36 years with Ericsson.

level managers in Swedish business, and many have worried that the company would lose too many good people that way. Now we have shown that we have much more to offer. I, myself, was a part of the long selection process and can therefore vouch for all interested parties that there are many people with management potential in the company, and also for the top executive jobs."

"The only real shortcoming – and one that I know many more than myself are aware of – is that we have not been successful in promoting enough non-Swedes into leadership positions. Ericsson still has an important mission to complete in this regard. Corporate management should better reflect the fact that Ericsson has the whole world as its home market."

A nurturer

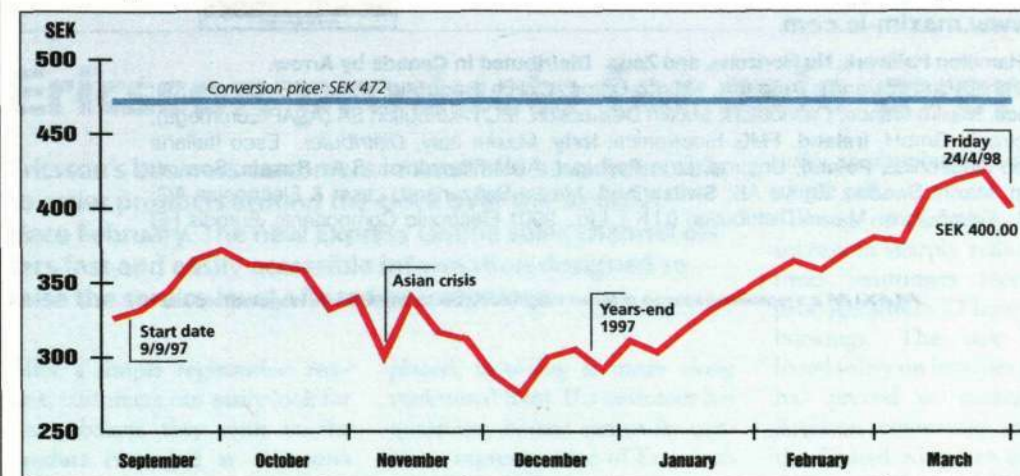
Björn Svedberg views development of managers and leaders as one of the most important areas for the Chairman of the Board. Together with Lars Ramqvist and Britt Reigo, who is Senior Vice President, Corporate Human Resources and Organization, he has worked on many of these issues himself. Asked to describe his own efforts for the company, Björn Svedberg talks not about the great business success during his leadership, nor the successful investment in AXE and, later, mobile telephony, but rather, his own role as a "nurturer".

"I have done what I could to contribute to fostering good managers in the company and have been a mentor for many myself. Now I am retreating and letting all of my friends discover the possibilities for themselves."

"One thing I have learned from my insights into Ericsson's strategic planning, is that even though we don't know exactly what the future holds, Ericsson has great potential to take advantage of the opportunities of tomorrow," says Björn Svedberg.

LARS-GÖRAN HEDIN

Keep track of the Ericsson share price with Contact



On September 9, 1997 an extraordinary meeting of stockholders approved a proposal to issue convertible debentures to Ericsson employees. The conversion period extends through June 30, 2003. For more info, see: <http://inside.ericsson.se/converti.htm>



The B share's highest and lowest monthly quotation on the Stockholm Stock Exchange.

in brief

Joint marketing in Canada

Ericsson and Canadian operator Rogers Cantel will be marketing cordless office telephony with TDMA technology (IS-136). Rogers Cantel's business customers will be assigned one telephone number per employee that works both on the office and mobile networks.

A letter of intent was written in mid-April.

Packet data to AT&T's mobile network

Ericsson will deliver Cellular Digital Packet Data (CDPD) applications to American operator AT&T's mobile network. Packet data services will work together with AT&T's AMPS/D-AMPS network.

Today there are approximately 80 million subscribers in AMPS/D-AMPS networks around the world.

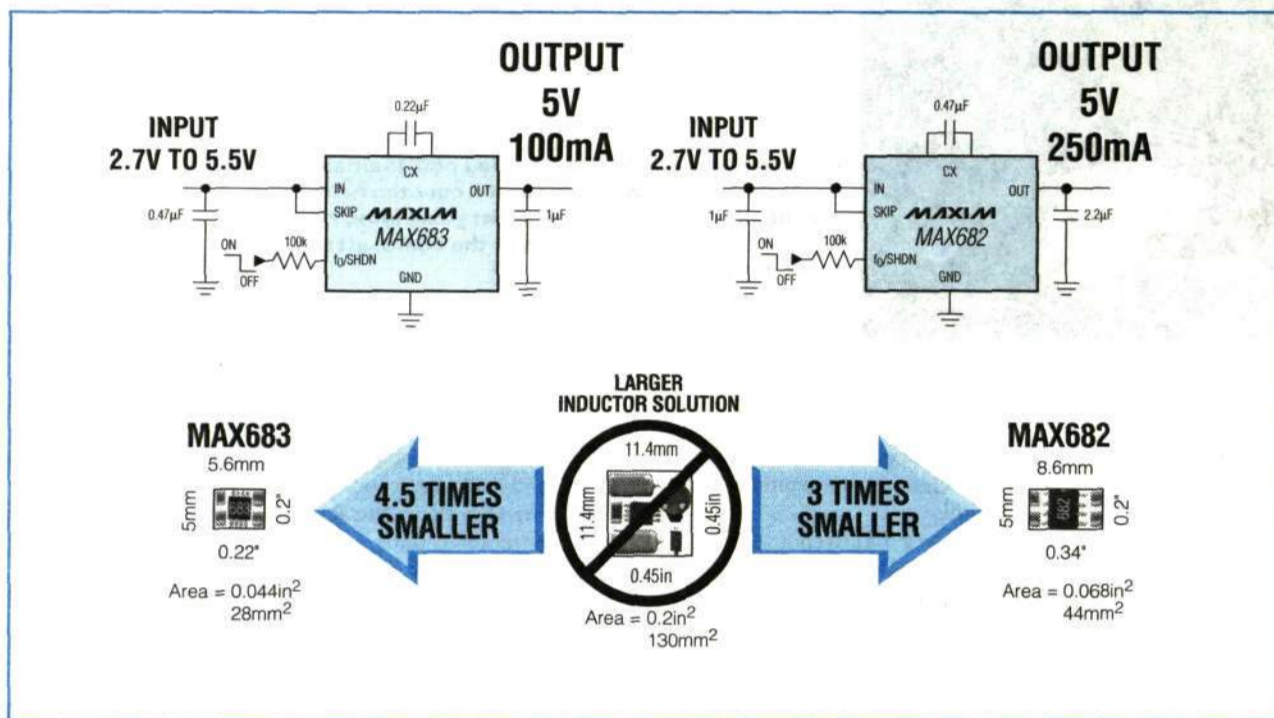
Cellular contract signed with Triton

A contract worth over SEK 1.5 billion (USD 200 million) has been signed between Ericsson in the U.S. and the operator Triton PCS. The five-year contract is for infrastructure equipment for D-AMPS technology in the 1900 MHz band. The network will be installed in Virginia, North Carolina, South Carolina and northern Georgia.

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The MAX682/MAX683/MAX684 step-up charge pumps generate a regulated 5V with output current up to 250mA, 100mA, and 50mA respectively. Input voltage range is from 2.7V to 5.5V. Select either pulse-skipping operation for lowest supply current, or fixed-frequency operation (50kHz to 2MHz) for lowest ripple. This gives designers the flexibility to optimize capacitor size, ripple, output current, and supply current.



The MAX682 circuit occupies 3-times less board area than the smallest inductor-based solution, and delivers up to 250mA. The MAX683, in a 1.1mm-high μ MAX, is 4.5-times smaller and delivers up to 100mA.

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- ◆ 2.7V to 5.5V Input Range
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New production in Brazil

Ericsson sales of mobile systems in Brazil's expansive mobile telecom market has created strong demand for radio links from Ericsson Microwave. To meet growing demand and avoid the country's high import tariff fees, Ericsson is starting MINI-LINK production operations in Brazil.

"We're looking mainly to increase Ericsson Microwave's capacity," says Sivert Bergman, Executive Vice President of the company. "The start-up of production operations in Brazil is purely a marketing investment. If we don't enter the Brazilian market, we wouldn't have a chance to compete in a few years."

MINI-LINK production facilities will be situated at the Brazilian subsidiary Ericsson Telecomunicações installation in São José dos Campos not far from São Paulo. Ericsson Microwave plans to invest SEK 20 million in a new assembly plant and, when production starts in the beginning of October, the plant is expected to employ about 25 people.

Jan Kristersson, Ericsson Microwave's representative, is in São Paulo now. His job is to serve as the company's liaison with Brazilian authorities, managing negotiations concerning tax rates that will apply when MINI-LINK production operations start later this year.

"By establishing production in



The mobile telephone market in Brazil is undergoing very exciting development, say Jan Kristersson and Sergio Quiroga of Ericsson Telecomunicações in São Paulo.

Photo: ANNA REHNBERG/
KAMERAREPORTAGE

Brazil, we will avoid the country's high import tariffs. The taxes we pay will be much lower. Instead of paying 38 percent for two different types of tax charges, we'll probably pay about 7 percent. If we want to participate and compete in the Brazilian telephone

market, we simply must follow the example set by competing telecom companies and establish production operations in the country."

A condition for lower import taxes and other tax relief is that 85 percent of all circuit board com-

ponents must be produced locally in Brazil.

During the first year of operations, Ericsson Microwave expects to produce 3,000 MINI-LINK units for the South American market. Production volume is expected to increase sharply in subsequent years.

"We have the capability to expand easily in parallel with growing demand for radio links," says Waldir Pereira, chief production engineer at Ericsson Telecomunicações and project manager for the start of Ericsson Microwave's MINI-LINK factory in Brazil.

"The sky is the limit in terms of production. No cap has been established," he continues.

The phase of production now being localized in Brazil is focused on circuit boards for indoor units in MINI-LINK terminals and final testing of the links.

Local subcontractors will be used for actual circuit board production operations. Circuit boards for outdoor link components will continue to be manufactured in Borås and imported by Ericsson into Brazil.

Final assembly and testing of outdoor links is managed by Ericsson Telecomunicações.

Ericsson Microwave's investment in Brazil will be financed in cooperation with the Mobile Systems business area.

BRITT-MARIE WIHDÉN
CATHRINE ANDERSSON

Note: Read more about Ericsson in Brazil on pages 12-13.

Industry

Teletraffic via airship

■ In the near future, Japanese telecom traffic will be transmitted via radio-controlled airships. Plans are now being drawn up to launch 200 airships at an altitude of 20 kilometers early in the 21st century to handle part of the country's telecom traffic. The airships will be much less expensive than satellites and more flexible. They will be controlled as required and moved to different locations with temporary needs in excess of normal traffic flows. The concept was launched by the Japanese postal and telecommunications department in cooperation with the government research bureau. Several companies in the Japanese electronics industry are also involved in the project, including Hitachi, NEC and Mitsubishi.

Nokia sells more to China

■ Nokia won two expansion contracts for GSM networks in China in the beginning of April, including an order valued at USD 130 million in Henan Province. The project is the fourth expansion of the Henan GSM network. Henan Post Teleadministration is the client customer. The other order for GSM network expansion was received from Ningxia-Hui. It includes SMS messaging in the Chinese language.

New orders for Siemens

■ Siemens also booked two orders recently for GSM network expansion projects in China. The combined value of the two orders is more than DEM 360 million. The projects call for network expansion in Shanghai and Anhui Province.

Major order to Qualcomm

■ Qualcomm, an American telecom company, has booked an order for mobile telephones for the Globalstar satellite system. The telephones will be triple-mode units able to switch back and forth between CDMA networks, the satellite network and AMPS networks. Ericsson has received a similar order for dual-mode telephones for switching back and forth between TDMA networks and the satellite system.

The order received by Qualcomm is valued at approximately USD 117 M.

Number of Ericsson shares doubled

A bonus issue of Ericsson shares was approved by shareholders at the Annual General Meeting late last month. The number of Ericsson shares will be doubled, providing shareholders with twice as many shares as they now hold. The par value of Ericsson shares will remain unchanged, thereby doubling the company's share capital.

For private shareholders, the bonus issue has little practical significance. The market value will probably remain unchanged.

However, with twice as many shares, the theoretic value of every share will be reduced by about half.

Easier to buy and sell

The issue was justified by the need to increase liquidity in Ericsson shares. In practical terms, a bonus issue usually increases trading in the shares, since the issue makes it easier to buy and sell. Ericsson shares are traded today on the Stockholm Stock Exchange at a price of about SEK 400 per share in blocks of 100 shares, generating virtually unmanageable amounts of money, particularly for small

investors. The new issue may change this trend.

Trading in new Ericsson shares after the issue will begin on May 25.

The bonus issue will also have some effects on personnel convertibles. The present conversion rate of SEK 472 will be changed to SEK 236 after the bonus issue. Persons who decide to convert the debentures to shares, accordingly, will do so at the new conversion rate and receive twice as many shares.

The Swedish Securities Register Center (VPC AB) will distribute information about the conversion rate toward the end

of May. As owners of convertible debentures, you do not have to take any action.

For persons who own convertibles issued under the old convertible debenture loan, which was directed toward shareholders, the conversion rate will also change. The present rate of SEK 71.20 will be changed to SEK 36.10.

Increased share capital

The bonus issue will increase Ericsson's share capital from SEK 2,436 million to SEK 4,872 million. The par value of Ericsson shares will remain unchanged at SEK 2.50.

Ericsson products for sale over the Internet

Ericsson's business customers in Australia have been able to order products around the clock over the Internet since February. The new Express Online sales channel offers fast and easily accessible information designed to raise the service level offered to customers.

After a simple registration routine, customers can easily look for the products they want in the product catalogue at Ericsson's Web site. Once the orders are

placed, invoicing is made along traditional lines. If a customer has questions, he/she can easily contact a representative of Ericsson's sales team, including the option to

make an appointment for a telephone call.

Based on Ericsson Australia's success in sharply reducing lead-times, customers receive their products within 72 hours of order bookings. The new solution, based solely on Internet shopping, has proved so successful that Ericsson companies in Europe, the United Kingdom and North America have started to evaluate

similar systems for application in their countries.

"Express Online provides our customers with greater flexibility and reflects current electronic-trading trends in Australia," says Tim Boucat, marketing manager of the Enterprise Networks business unit of Ericsson Australia and a major force behind the establishment of Express Online.

SANDRA WIHD

LOW-COST SILICON RF TRANSCEIVERS WORK TO 2.5GHz

Eliminate GaAs Components and Discretes to Save Cost and Space

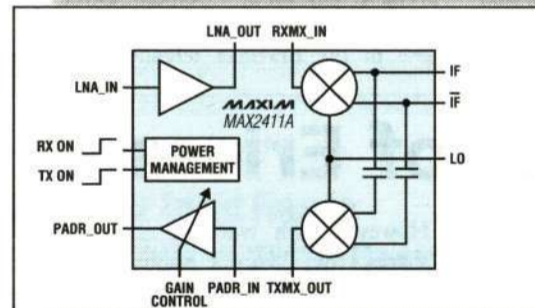
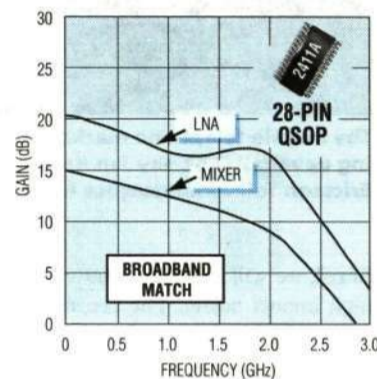
The MAX2410/MAX2411A perform the RF front-end transmit/receiver functions in a broad range of Time-Division-Duplex Communication systems. They operate over a wide range of frequencies and have been optimized for 1.9GHz. The devices include a receive low-noise amplifier and downconverter mixer, as well as a transmit upconverter mixer and variable-gain power-amplifier driver.

- ◆ **Integrated Downconvert/Upconvert Function**
- ◆ **Operate from Single +2.7V to +5.5V Supply**
- ◆ **3.2dB Receiver Noise Figure at 1.9GHz:**
2.4dB (LNA)
9.2dB (Mixer)
- ◆ **Linear Variable-Gain PA Driver:**
6.3dBm Output 1dB Compression
35dB Gain-Control Range
- ◆ **Power Management Controls Receive and Transmit Path Separately**
- ◆ **0.3µW Shutdown Mode**
- ◆ **Low-Cost Silicon-Bipolar Design**
- ◆ **Separate Rx and Tx IF Ports (MAX2410)**
Common Bidirectional IF Ports (MAX2411A)

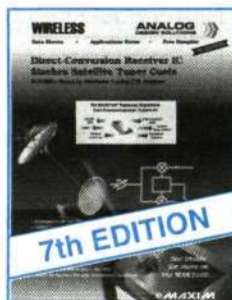
Also available:

MAX2406 with receive section identical to the MAX2411A, but without transmitter.

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900MHz AND 2.4GHz ISM APPLICATIONS**



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portrait

Endurance and speed. The art of waiting and then acting quickly at exactly the right moment. Those are skills that a moose-hunter needs, as do those who conduct high-level business deals, especially in the Third World.

High level work in Bolivia

Jan Hartzell knows. He is a master of both. But there is not much moose-hunting these days; it is difficult to fit in with his current job. Since October 1996, he has been managing Ericsson's subsidiary in Bolivia. We sit on the terrace outside his house in the southern part of La Paz, while he talks about the rather interesting path that led him here. It is February, the middle of summer, and the garden is filled with begonias, dahlias, roses and kantuta, Bolivia's red, bell-shaped national flower. An apple tree is laden with ripe fruit. All around, above the white walls that surround the garden, are silhouettes of La Paz' jagged, reddish-brown mountains.

We are far away from Sweden, but still almost at home for Jan Hartzell. He was born in Santiago de Chile in 1940, to a Swedish diplomat family, and lived his first ten years there. After a few years in London, he came to Sweden as a 14 year-old where he entered boarding school in Sigtuna. Once he had a technical engineering education and a degree from the Stockholm School of Economics in the bag, he applied to Ericsson. This was no accident.

"I wanted to go out into the world again. And with my fluent Spanish, I had a definite skill to take advantage of."

He was assigned to the company's management operations for sales and, not unexpectedly, specialized in Latin America. In 1978, he formed the company in Bolivia and was its president until 1982. It was then

that he got the chance to move to Chile.

"I broke the ice there, and made Ericsson into what it is today. It took a few years, since the first deals are always the most difficult."

He returned home to Sweden in 1990 for "updating" as he calls it. But soon it was back to Latin America. In 1996, Ericsson received, through its Italian company, a contract in Bolivia worth USD 100 million. It was time to breathe life back into the old company which had slumbered for many years. The task went to Jan Hartzell. Now he is here, together with his family, wife Agneta and five year-old daughter Charlotta. He also has two grown daughters at home in Sweden from an earlier marriage.

Lots of music

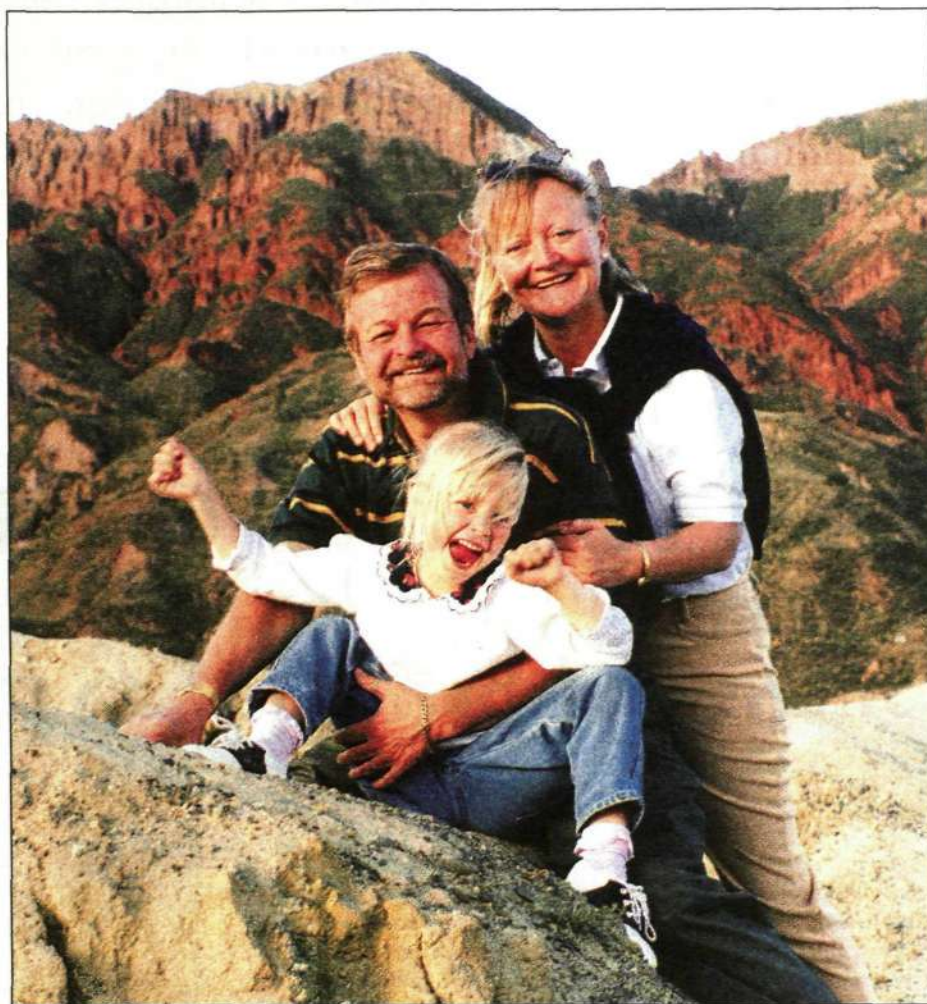
"Bolivia," he says, "is not a country where one retires. But I like it here. It is beautiful, with humble people, lots of music and traditions. It's a different sort of country. The attraction of working abroad has not diminished over the years."

"It is exciting! The work is interesting, and one has greater responsibility and authority at a higher level. But that also demands endurance, especially in the Third World."

"High-level business deals can take several years and require a mixture of diplomacy and commercial insight. In the end, decisions are political. If there is a change in government and all of the bureaucrats are replaced, well, then you have to start all over again."

"You have to be tough."

What he misses most from Sweden are hunting moose and family gatherings.



"Bolivia is a beautiful and different country," says Jan Hartzell, here with his wife Agneta and daughter Charlotta in the Moon Valley, a unique mountain landscape just outside of La Paz.

Photo: KRISTINA ROBERTS

"There are large families on both my mother's and my father's side. And they get together often; I have missed many parties." But he also likes to hold parties in Bolivia, and there is never a shortage of good food and drink in the Hartzell household. Jan admits, somewhat embarrassed, that he has a constant battle with his waistline. He would gladly cook food himself, if he was allowed to.

"But there is stiff competition in the kitchen, so I hardly dare go in there. It feels more natural to be the manager. But that is not always so easy either."

Two management styles

"Bolivians are used to an authoritarian management style, while Swedes do not appreciate that at all. They want to oversee things themselves and work in teams. It becomes a balancing act where I have to combine the two management styles."

He met Agneta in Stockholm at the home of his cousin who was and is Agneta's best friend. That was when his separation became a reality, after many years of marriage, "we simply grew apart from each other."

"It is difficult to maintain a relationship while also working on a career, and perhaps one does not always realize that until later. But now I hope I have learned that."

ANNIKA AGEBJÖRN

Ericsson in Bolivia

Ericsson is constructing a mobile telephone network in Bolivia for Entel, the Bolivian national telephone company. The contract is worth USD 100 million dollars and was negotiated together with the Entel's Italian co-owner STET. Operations began in June 1996 and today Ericsson has 45 employees in Bolivia, one-third of which are not Bolivian (most of them are Swedes). An expansion of another 15 to 20 employees is planned for June. Ericsson has sold 45,000 mobile telephones in Bolivia so far, and also delivers telephone stations and other equipment to local cooperative telephone administrations.

from the past

Commemorative phone not a big hit with customers

When Ericsson turned 100 in 1976, it celebrated by unveiling, among other things, a new telephone, the Ericofon 700. It was an upgraded version of the famous "cobra" telephone.

"A commemorative series of 325 telephones with gilded casing were manufactured for the 100th anniversary in Stockholm and were given to prominent guests," recounts Stellan Andersson at Ericsson in Karlskrona, who was the production manager for the project.

The Ericofon 700 had a more sober design than its famous predecessor, and was

the world's first completely electronic one-piece push-button telephone. Well-known Swedish designer, Karl-Arne Breger, designed the phone.

"It was a very prestigious assignment," he says. "Technically it was not difficult, but perhaps psychologically."

"The 'cobra,' with its rounded shape, was seen as the pinnacle of chic. How could it be made any better? In addition, they asked me to change the design so that it wasn't noticeable!"

The Ericofon 700 was both smaller and lighter than its predecessor. Even by today's standards, one must admit that it has a modern and almost timeless shape. The

colors were white, blue, orange and green. The possibilities afforded by electronics were utilized to their full extent. The telephone only had push-buttons, but it came with rotary or touch-tone service. In other words, it could be used on the same line as other rotary telephones, which still dominated the market at the time. Instead of a carbon particle microphone, the Ericofon 700 had an electret type condenser microphone which, according to advertisements, produced hi-fi sound.

It was not a market success, however. Only 30,000 Ericofon 700s were manufactured through 1984.

THORD ANDERSSON



The Ericofon 700 was the world's first completely electronic one-piece push-button telephone

Make Yourself Heard is the theme for Ericsson's image campaign that is currently underway all over the world. Klaus Hahn, who works at the advertising agency that designed the campaign together with Ericsson, explains the thinking behind it and how it took shape.

Ericsson campaign without products

Ericsson's first global brand marketing campaign is currently underway. The message is about Ericsson's personality rather than telephones, about people instead of products. The campaign was initiated by Mobile Telephones and Terminals.

Ericsson is visible all over the world - on billboards, in newspapers and on TV. But the telephones are conspicuously absent. Instead, people are depicted in various situations and all stages of life.

"The aim of the campaign is to reflect life. It is loaded with emotion and focused on people and their expressions," says Klaus Hahn at the advertising agency Young&Rubicam in Stockholm, Ericsson's partner since 1996.

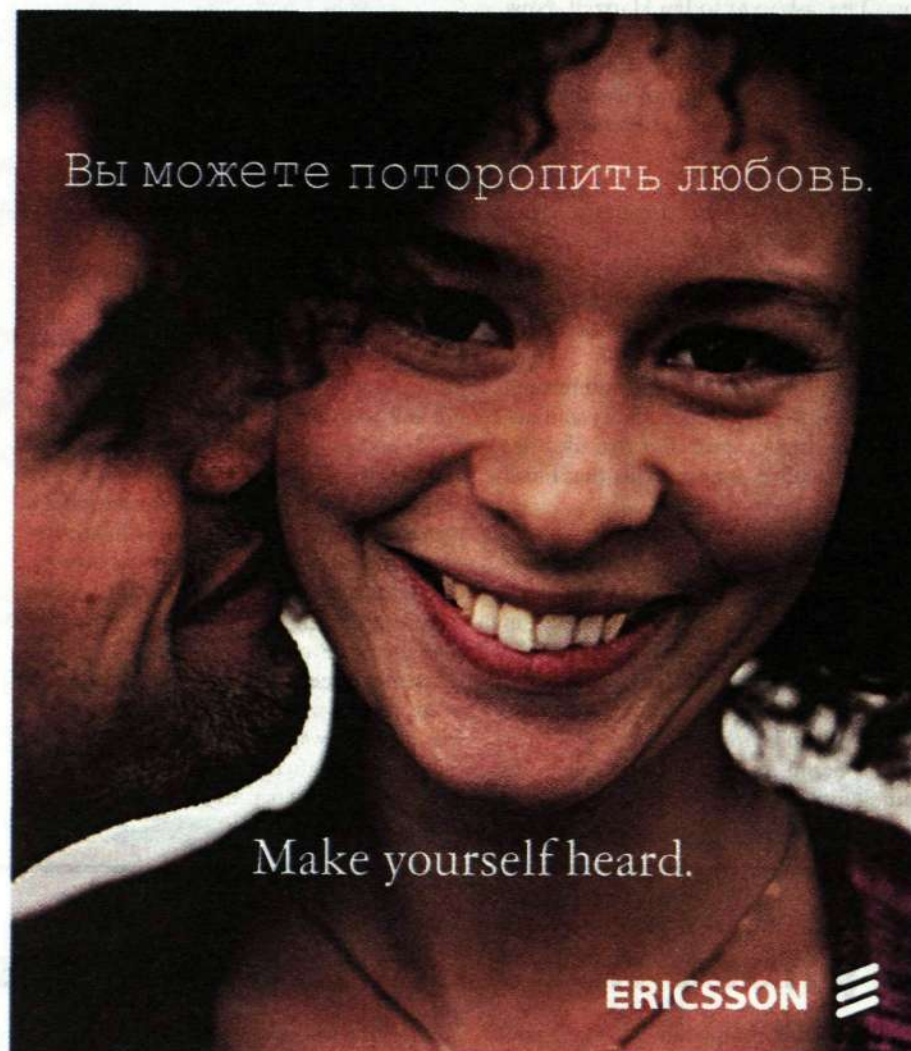
"Make Yourself Heard" is the overall theme of the campaign. Behind those three short words lies more than a year's worth of cooperation between Ericsson and Young&Rubicam. Campaign work was divided into four phases.

Strategic analysis

The first phase consisted of strategic analysis. Young&Rubicam had experience with Ericsson from previous product campaigns, most recently the launching of the GF 788 and GF 768 telephones. An entirely new marketing campaign was something new for both of them, however. Ericsson's so-called "brand values" formed the basis for the whole campaign. It was not possible to communicate all of the values, however.

"Often, clients want to transmit many messages at the same time, but that doesn't work," explains Klaus Hahn.

"The simpler the idea the better. That is why it was necessary to weave several values together, and focus on what distinguishes Ericsson from other brands, and what is relevant for consumers. This resulted in the



following concepts: humanity, respect for the individual and empowerment."

Close to people

Humanity means that Ericsson works to enable communication between people. Respect for individuals emphasizes Ericsson's belief that every person has value, has something to say and deserves respect for his or her opinions. Empowerment means that Ericsson makes it possible for people to communicate - with whom they want, at any time and in the way they want.

"Those three concepts are very impor-

tant for people. No one in the telecom industry, neither our competitors nor ourselves, have communicated that fact before," says Klaus Hahn.

Based on these concepts, it was determined which advantages the customer gains from Ericsson's products: "Ericsson respects the right of all individuals to express themselves." With Ericsson's approval of Young&Rubicam's strategic proposal, the first phase of work on the global campaign was completed. The second phase consisted of a creative process, to visualize customer needs in words and images. Once again, the goal was to simplify.

"Translation is a large part of the creative process - what can I do so that people understand the message?" says Klaus Hahn.

That process doesn't take place at a desk during fixed office hours, rather, it emerges slowly. A number of ideas were tossed around with Ericsson until they settled on the theme "Make Yourself Heard." But how do you translate that into a global campaign? How can "Make Yourself Heard" be understood in the same way all over the world?

"That is the biggest difficulty," admits Klaus Hahn. "How do we find something that is salable in Sweden, Hong Kong and the U.S.?"

Theme tested

Once both Ericsson and Young&Rubicam decided on a theme, the third phase began. The campaign was tested on consumers in 16 countries. In every country, two focus groups, each with eight people, had the opportunity to exchange opinions about the campaign. The tests were conducted by Ericsson's research partner, Research International, which also does work for brands such as Nike and Coca-Cola. The results were overwhelming.

"Some of the most positive and consistent results we have seen in a campaign study," according to comments from the testing institute.

It was of great importance that the campaign was perceived so consistently all over the world. The campaign was viewed as borderless, with a message that people in all countries could relate to.

"We build campaigns on deep-seeded values that are universal, that is why reactions are the same,"



Klaus Hahn



The theme for Ericsson's current worldwide campaign is "Make Yourself Heard." The campaign can be adapted to different languages and different markets. Here a girl is freely interpreting the theme of the campaign.

Photo: ALEXANDER FARNSWORTH

says Cecilia Lund, manager for advertising and media at Ericsson Mobile Telephones and Terminals. Another reason could be that the mobile telephone market is so young, according to Klaus Hahn.

"There has not yet been enough time to really develop differences, that is why there are fewer local differences compared with other industries," he says.

Marketing the fourth phase

The positive reactions of consumers to the campaign were a prerequisite for final approval on the

part of Ericsson. The project has now entered its fourth phase: marketing in all international media as well as all local regions during 1998. "Make Yourself Heard," unlike product campaigns, will have a much longer lifespan.

Some countries, however, are not yet ready for an image campaign. "We can't launch an image campaign about our corporate personality in countries where they don't know what Ericsson or a mobile telephone is," says Cecilia Lund.

Local markets have the opportunity to choose different combina-

tions of photos and ad copy, in order to adapt the message as much as possible to their own cultures. An image campaign serves as an umbrella covering all market activities.

The next step on the road towards a global brand name is for local campaigns to express the same values as the overall image campaign.

This is a comprehensive, but essential, job in order to assure a consistent image of Ericsson in every local market worldwide.

CHARLOTTA RAMSTRÖM & JONAS REHNBERG

First major image campaign

"This is the first broad campaign about Ericsson's values with worldwide distribution. Until now, we have primarily had product campaigns," says Mats Rönne who is responsible on the corporate level for marketing communication.

He is careful to point out that it does not replace more goal-oriented local campaigns.

Ericsson has previously had smaller image campaigns in the international press and regional campaigns, including one recently launched in Asia.

What distinguishes the "Make Yourself Heard" campaign from earlier efforts is both its scale and that the concept can be utilized on several levels. Basic materials are produced centrally and then some are adapted locally. The copy in the campaigns is translated, for example, although the slogan "Make Yourself Heard" is in English in most countries. It is possible to use the campaign material for not only print advertisements and billboards, but also at trade shows and exhibitions, or as TV advertisements.

"The Mobile Telephones and Terminals business area has taken the initiative for the campaign, but it pertains to the entire company. The campaign



Mats Rönne is responsible for Ericsson's marketing communications.

Photo: URBAN JÖREN

should be long-lived. The fact that we are not displaying any products but rather focusing on values, makes the campaign timeless. In addition to the worldwide campaign, there will still be a need to position ourselves in local markets," says Mats Rönne.

PATRIK LINDÉN

Chronicle

Every day, Ericsson receives a number of requests to sponsor various individuals and events. The response to most of these inquiries is no. Lynne Howell Wiklander is one of the people at Ericsson who reviews sponsorship proposals and decides whether or not they are of interest to the company.

A matter of commitment

Last week I received an extra dose of letters and telephone calls from individuals, organizations and agents requesting Ericsson's sponsorship. After our successful Annual General Meeting, I should have anticipated the increase. I'm often surprised at volume and types of requests. And impressed by the commitment to specific opportunities. Each request is treated with respect and professionalism, but I have to admit that it occasionally stretches my perseverance to explain why I must say no to a request for 1,000 kronor.

"I'm taking a summer biking holiday, and would be glad to display an Ericsson bicycling flag if you would contribute only 1,000 kronor."

"Our neighbourhood is starting a new baseball league. If Ericsson would sponsor us with only one or two thousand kronor, we could have our shirts printed with your logotype. It would be a great advertisement."

In these cases and many more, the issue is not money, and it's not about advertising. It's about what type of message Ericsson transmits to all of our target groups - internal and external - about the way we do business.

During the Annual General Meeting, the message to our shareholders and employees was crystal-clear. Dominance in the market, quality orientation, and consistent brand and image consciousness in everything that we do. The difference between a sponsorship request for 1,000 or 10,000 or 100,000 kronor is not the seriousness or importance of what is being sponsored. Every sponsorship case is a model for how we make decisions, what we can consistently live up to, and what type of thinking supports our brand and image development. Some people mistakenly think that it's just a matter of being "nice guys". But sponsorship is more than being nice - it's about expecting something in return from the recipients of our money, and fulfilling our owners' expectations in terms of what we're doing to develop the company. Maybe we could support that single baseball team this year, but what do we say next year when 100 baseball teams ask for new shirts? Yes, it's about perseverance, but it's also about making a commitment and living up to that commitment constantly. How do people feel when I say no to a small sponsorship request? Some are disappointed. But they're rarely angry because the message they receive is clear.

"Thank you for your interest in Ericsson. Unfortunately your request is outside of our marketing strategy. We wish you good luck in achieving your goals! We're doing our best to achieve ours."



Lynne Howell Wiklander

Lynne Howell Wiklander is responsible for Ericsson's corporate sponsorship commitments and helped develop the company's sponsorship strategy, which you'll find on the intranet at: <http://www.lme.ericsson.se/LMER/corp-dir/policy.htm>

Satellites take mobile phones to new heights

Satellite telephony is approaching a major breakthrough, and Ericsson has taken over market leadership. A recent order valued at SEK 1,650 million speaks volumes about the potential of satellite telephony.

In the beginning of April, Ericsson signed a contract with Globalstar, a major satellite telephone company, for supplies of portable and fixed telephones. Deliveries will begin during the second half of 1999.

Several worldwide and regional satellite networks are now under construction. Communications satellites are being launched into space to orbit the earth at different altitudes on different orbital paths. There is growing emphasis on geostationary orbits, defined more specifically as orbital paths in which satellites orbit the earth at altitudes of 36,000 kilometers, rotating at the same speed as the earth, thereby maintaining fixed positions over the same geographical regions. Low earth orbit, or LEO satellites, move rapidly across the sky at altitudes of about 1,000 kilometers, scanning each other's coverage.

The satellites may be likened to mobile telephone networks with airborne base stations that maintain constant contact with conventional mobile telephone systems, GSM networks, for example, via ground stations.

Three global networks

Globalstar, which signed the contract with Ericsson, is one of three companies now constructing global satellite networks. First out of the starting blocks was Motorola, which expects to place its network in commercial operations this autumn, while Globalstar plans to start operations in 1999. The third company ICO Global Communications, a spin-off from Inmarsat, is a company that Ericsson has supplied with GSM switching equipment for ground stations.

In 1996, Ericsson was contracted to supply satellite telephones for a regional network operated by ACeS, Asia Cellular Satellite. The system covers a geostationary satellite that serves virtually all of Asia, from India to Japan and Mongolia to Indonesia,



Satellite telephones are being developed for the Globalstar system at Ericsson's R&D center in Basingstoke in the U.K. Pictured (from left) are Chris Heisig, project manager, Kevin Clifton, a radio expert, and Rick Dingle, who has overall responsibility for the satellite project.

servicing approximately two million users. Ericsson is the sole supplier of telephones to ACeS. The contract Ericsson signed recently with Globalstar includes supplies of pocket telephones as well as telephones for fixed service. The pocket version will feature dual-mode telephones able to access satellite communications and conventional mobile telephony, GSM in this case. The basic principle is to allow users to connect with the GSM network whenever possible, but the telephones will automatically switch to satellite communications when coverage is not available via GSM networks.

Several contracts

Fixed telephones will be used in areas where there is neither a fixed network nor a mobile network today, and it is not financially sound to build a ground-based network. It should be possible to place the terminal in a village to serve several users.

Concurrently with Globalstar's contract with Ericsson, a contract was signed with Qualcomm of the U.S. for telephones that can be used vis-à-vis a satellite as well as the D-AMPS and CDMA networks. A contract was also signed with Telital of Italy, which, like Ericsson, has a phone for GSM users.

Maximal freedom

"Satellite networks will provide users with maximum freedom, but bear in mind that it's only a supplement to conventional mobile networks and will not replace them," explains Staffan Reinefjord, manager of satellite telephony within Ericsson Mobile Communications. "Customers expect and demand access to services anywhere and everywhere, and today's mobile networks still only cover a fraction of the earth's surface."

Users will be able to avail themselves of the same services offered by today's systems, such as fax and data communications, at speeds up to 9.6 kbps. The systems will offer full roaming with conventional GSM networks, and users will have only one number and one telephone bill.

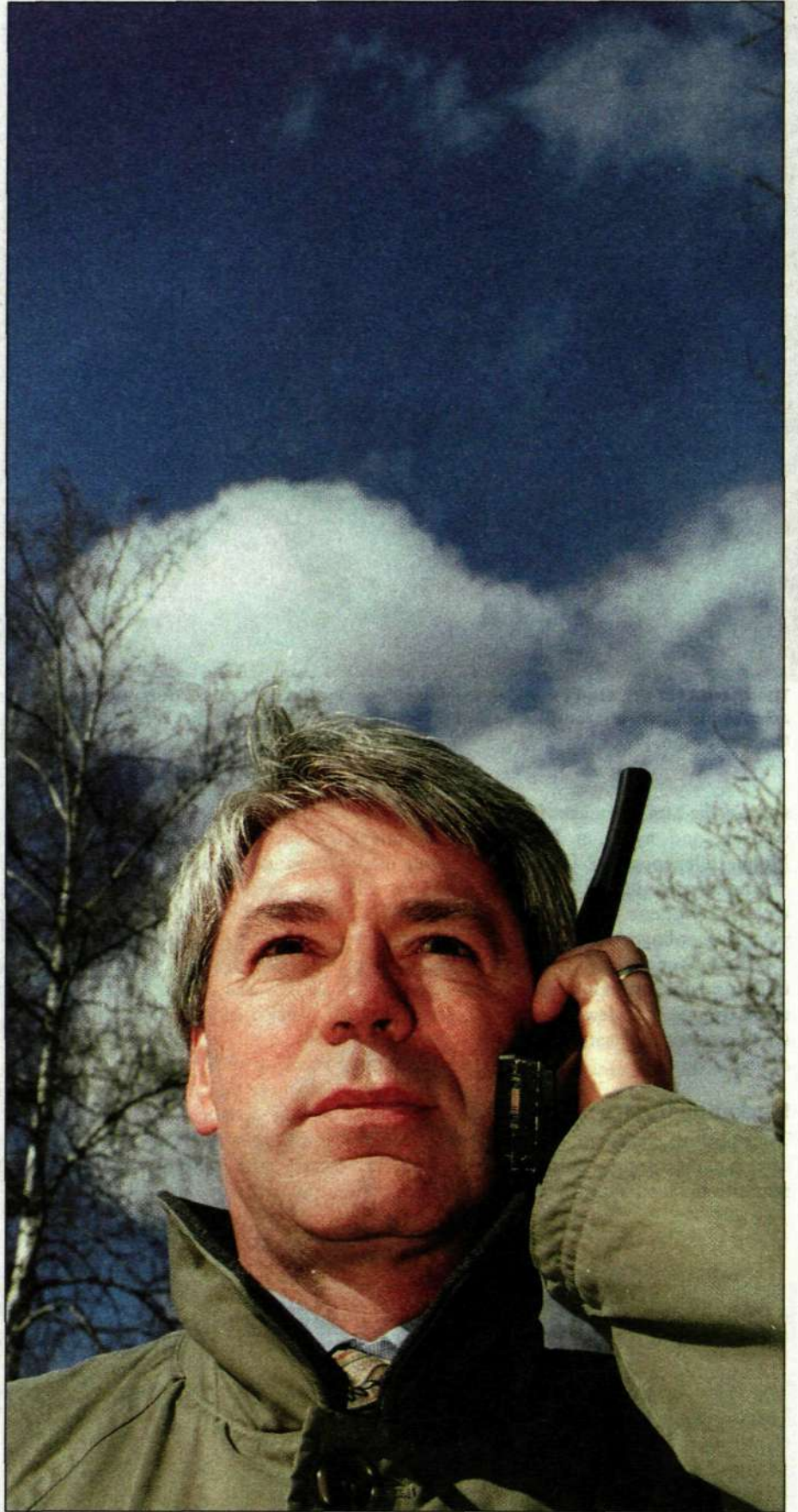
"We don't believe the traveling salesman will be our biggest customer segment," Staffan Reinefjord continues. "Salespeople usually travel to major metropolitan areas that offer excellent coverage via mobile networks and somewhat inferior line of sight (satellite telephony requires a free line of sight to the satellite). We believe more in the potential offered by people who travel within a single country, people with a need to stay in touch with others at all times, including their leisure time, and people who need security or other services."

Slightly larger

Satellite telephones will be slightly larger than today's Ericsson telephones to accommodate a stronger antenna. The transmission effect will not be higher than in today's mobile telephones, which require less than half a watt. Built-in modems will also be offered in satellite telephones.

Fears that satellite communications will cause disruptive delays due to vast distances between users and satellites are totally unfounded in systems like Globalstar's, which use low-orbit satellites.

Development work is being handled at Ericsson's R&D center in Basingstoke, England; the satellite telephones will be



"Satellite telephones will supplement – not replace – mobile telephony. The combined satellite/mobile telephone will not be much larger than today's phones, but it will require free sighting to the satellite", demonstrates Staffan Reinefjord, manager of satellite telephony operations within Ericsson Mobile Communications.

Photo: ANDERS ANJOU

manufactured in Linköping, Sweden. Sales will be managed through normal distribution channels for mobile telephones.

The network now under construction by Globalstar will consist of 48 satellites in eight different orbital paths at altitudes of 1,414 kilometers, in addition to eight reserve satellites. The system also includes more than 30 ground stations. It is comparable to the Iridium system, which comprises 66 LEO satellites, and ICO's network of 12 satellites in orbit at intermediate altitudes of about 10,000 kilometers.

Globalstar, a consortium headed by Loral

Space & Communications, includes several of the world's leading telecom companies, such as Airtouch, Alcatel, France Telecom and Vodafone. Globalstar has already signed agreements with a number of local telecom service suppliers that will offer Globalstar's satellite service in more than 100 countries. Vodafone, for example, which has mobile networks in Great Britain, South Africa and Australia, has signed on, as well as France Telecom and Airtouch.

LARS CEDERQUIST

Long to-do list for Expo '98

The colors will be blue and yellow on June 3rd at the world exposition Expo '98 in Lisbon, Portugal. That will be Sweden's official day and will include visits by the Swedish King and Queen at the Swedish pavilion, where many of the activities will take place. The first week of June will be an Ericsson week, since the company will have the whole upper level of the Swedish pavilion for itself.

"We began planning Ericsson's participation, together with Ericsson Events, almost a year ago, and in the past six months, the job has become much more intense," says Filipa Mourato who is responsible for marketing communications at Ericsson Telecomunicações, Lda in Portugal.

During the Ericsson week, customers, suppliers and other important people, especially those with connections to the Iberian peninsula, will be invited.

Just like at the CeBIT trade show, products such as GPRS, packet data technology for GSM, CTS, Cordless Telephony System for GSM telephony in the home,

and the test system for the third generation WCDMA, will be demonstrated, but in a manner that avoids a "trade-show atmosphere". A conference will be hosted during one of the days concerning technology of the future, and of course gourmet Swedish food will be served throughout the week.

Opera presented

On the evening of June 3rd, the Swedish Folk Opera will present the opera Marie Antoinette. The Folk Opera's European tour is being sponsored by Ericsson.

"Expo '98 is an outstanding opportunity to meet our customers. In addition to presenting technology with an emphasis on research and development, we can also present Swedish culture through the operatic production of Marie Antoinette," says Peter Källberg, president of Ericsson Telecomunicações, Lda in Portugal.

It will be clear that Ericsson is a telecommunications company, not just through its visibility at the pavilion, but also through a DECT network with 200 base stations that will cover the entire exposition area where approximately 2000 DECT telephones will be used.

Ericsson week will conclude



This is where the world exposition Expo '98 will soon open. Ericsson will be there both as a sponsor and an exhibitor.

with various events for Ericsson employees in Portugal and their families, along with customers and their families.

For Filipa, the days are going by

quickly and there are many details to be worked out, both large and small. Only when Ericsson week at Expo '98 is over, will she be able to slow down her pace.

"At the moment it is necessary to keep juggling a thousand balls in the air," she laughs.

GUNILLA TAMM



"Welcome to the world exposition in Lisbon," says Filipa Mourato of Ericsson Telecomunicações, Lda in Lisbon.

Photo: GUNILLA TAMM

Ericsson sponsors world exposition

The world exposition in Lisbon, Expo '98, the last one in this century, will take place between May 22 and September 30. In all, 145 nations and international organizations will be participating. The theme for this world exposition is "Oceans - an inheritance for the future."

Up to 15 million visitors are expected to visit the exposition, which is being erected over a 330 hectare area, just northeast of Lisbon in the vicinity of the airport.

One of the most spectacular things at Expo '98 will be the aquarium which is currently under con-

struction. It will be the biggest in Europe and the second largest in the world (the largest is in Japan).

The Swedish pavilion, about 900 square meters in size, has as its theme: "The four seasons and climate." Visitors will be able to experience winter, spring, summer and fall in four egg-shaped climate-controlled rooms. Sweden's participation in the world exposition is being financed by both the Swedish government and Swedish industry. The main sponsors include Ericsson, ABB, Atlas Copco, Stora and Tetra Pak, all with significant operations in Portugal. Lars Ramqvist is the chairperson of the Swedish national committee for the world exposition in Lisbon.

Auto design and health care with multimedia

Ericsson has completed experiments that could result in breakthroughs for telemedicine, telecommuting and teaching. Using advanced multimedia communication, people all over the world will be able to use their computers to interact and video-conference in real time - without reductions in quality.

For three years, Ericsson has worked together with colleges, universities, institutes and companies to develop advanced multimedia applications. The project is called Chests and has yielded good results in the form of a number of tests.

Recently, an experiment was completed using three automotive designers in Gothenburg, Stockholm and Luleå. They performed three-dimensional modeling in the same virtual workplace, simultaneously, in real time. At the same time, they also videoconferenced, and transmitted video films, construction programs and docu-

ments. The test was performed together with Telia and the Swedish IT Institute at the request of, among others, Volvo, Hägglunds and Luleå Technical University. They wanted to test work methods for the construction of vehicles.

Flexible technology

"The test went very well. The image and sound quality were good and it was not possible to discern any time-delay in the transmission," says project manager Leif Henriksson at Ericsson Data in Mölndal.

During the transmission of sound and images, the Internet Protocol is used. It is supported by broadband ATM technology. The technology can take over where ISDN is no longer sufficient. It offers a bandwidth of two megabits per second or more.

The technology has several areas of application. Aside from so-called distributed engineering work, of which the auto design test is an example, the technology is also appropriate for technologies such as telemedicine, media and remote instruction. A test



Using videoconferencing and diagnostic instruments which are connected directly to a computer, skin specialist Lena Lindberg is able to examine the patients of a family doctor in Borås. "The picture is good. I think that this would be a good complement to today's methods, even if it feels better to have the patient in front of me," says Lena Lindberg in connection with the experiment in Gothenburg in January.

was conducted in January, for example, in which a skin specialist in Gothenburg helped a family doctor in Borås to diagnose skin anomalies on patients with the help of the Chests model of multimedia communication.

Very advanced

"Compared with our competitors, Ericsson is very advanced in these areas. We have the methodology. If we resolved to invest in this, we would be outstanding. Otherwise,

we risk finding our solution at another company," says Leif Henriksson.

"Internal interest for this multimedia technology is increasing. It would seem to be appropriate for presidential or upper management meetings within Ericsson. And outside interest is great. There are discussions underway, for example, to implement multimedia-based educational cooperation between institutions in Oslo and Gothenburg," says Leif Henriksson.

MIA WIDELL ÖRNING

Things are heating up in Brazil. Every major player in the telecom industry will be on hand when the last major market in Latin America is deregulated and privatized. For Ericsson and other suppliers, contracts valued in the billions of dollars will be on the line.

A huge cellular market awakens

at the end of March, Ericsson received an order valued at SEK 2.6 billion (USD 360 M) for a mobile telephone system. The order was booked by Tess, a telecom consortium that includes Telia of Sweden. It calls for the build-up of large D-AMPS system in the state of São Paulo, excluding the metropolitan area.

The contract is part of the deregulation process now taking place in the country's telecom market. Bids have been accepted for mobile telephone licenses on the so-called B-band in Brazil for the past year. The country has been divided into 10 regions with 13-18 million inhabitants each. The concessions are highly coveted prizes by a host of international telecom consortiums, including Ster of Italy, Spanish Telefónica and Airtouch of America.

Huge interest

"Interest expressed by international telecom players is a reflection of the growth potential offered by mobile telephony in Brazil. Today, only two percent of the nation's 160 million inhabitants have mobile telephones, and they are all connected to the mainly government-controlled A-band with the AMPS/D-AMPS

mobile standard," explains Gerhard Weise, President of Ericsson Telecomunicações, Ericsson's subsidiary in Brazil.

Operators have now been appointed in nine of the country's B-band regions, but there is currently no bid for the last remaining area, which includes the Amazon. The BCP consortium, which includes the American operator BellSouth, paid a record-high USD 2.6 billion for the strategically important area around the city of São Paulo. In addition, BCP also has to pay construction costs for the actual mobile telephone system.

Nortel of Canada has been selected as the supplier in the city of São Paulo and for two other B-band operators. Suppliers for other areas will soon be chosen.

Gerhard Weise is optimistic about future development in the Brazilian market.

"Through its global market presence, Ericsson has established contacts with all international companies operating in Brazil. For us, it's now a matter of offering a package of products at the right price, in addition to assistance with financing," Mr. Weise continues.



Gerhard Weise

"Today, we have a market share of about 40 percent for both fixed and mobile telephone systems in Brazil. I see excellent potential to defend our market share, and perhaps increase them in certain cellular areas."

Modern company

Ericsson is a major player in Brazil, and its strong position is reflected not only in high market share. Ericsson has conducted business operations in Brazil since 1924, and the company has comprehensive knowledge of the market. Close cooperation with predominantly government-owned telecom companies in Brazil, however, has given Ericsson a reputation as a "state-owned company" at various times through the years.

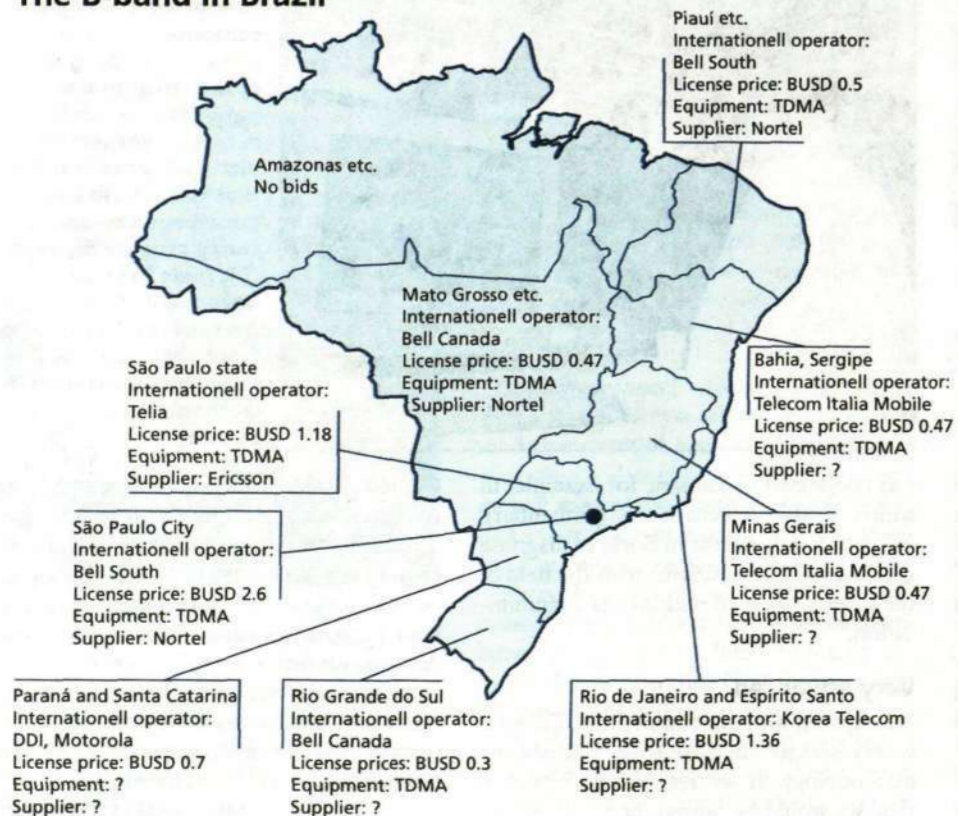
"The propensity to associate Ericsson with government control, however, is a thing of the past. Ericsson today projects a strong and favorable image in the Brazilian market, where local mobile telephone production operations have contributed to providing the company with a stamp of modern and progressive business," says Wanise Ferreira, editor of *Telecom - journal de Telecomunicações*, a leading telecom trade publication based in São Paulo.

However, Ms. Ferreira questions whether Ericsson and other well-known suppliers are prepared - and aggressive enough - to meet new forms of competition emerging in Brazil.

"This is not just a matter of expanding mobile telephony; we are looking at completely new and different market conditions in which fixed telecom networks, cable TV and data communications can also be pulled into what could become an explosive development process. Growth and the question as to which companies will emerge as winners will depend heavily on accessibility, when the networks can be placed in operation and prices for terminals," Wanise Ferreira explains.

Gerhard Weise is fully aware of the new business climate in Brazil.

The winners in the world's largest cellular bidding contest: The B-band in Brazil



Brazil is a giant and expansive cellular market. Economic growth and political stability are putting the nation in a new light. The photo depicts the Christ statue on the Corcovado mountain in Rio de Janeiro.

Photo: ULF BERGLUND

"We have already started to work with several new players in parallel with intensified competition. For us, all this represents a new mode of operations. We must be more flexible and constantly prepared to implement changes in our organizational activities," Mr. Weise explains.

Examples of adaptations to new times include greater focus on customers and outsourcing certain parts of Ericsson business operations to independent subcontractors.

Mechanical phases of production for AXE cabinets is now handled by a joint-venture company owned by Ericsson and General Motors, while circuit board production has been sold to Solectron, which also assumed responsibility for 350 employees.

NILS SUNDRÖM



Ericsson plans to manufacture 1.7 million mobile phones 1998 in its plant in São José dos Campos, 120 kilometers northeast of São Paulo. Production in Brazil began in 1997.

Photo: NILS SUNDRÖM

Privatization creates heavy investments

A quiet revolution has transformed Brazil and large parts of Latin America during the 1990s. Political stability, economic growth and a comprehensive process of privatization are attracting foreign investors and companies to the region.

During recent years, Brazil has won the battle against rampant inflation and created economic momentum, supported in part by Mercosur, the Latin American free trade association. Privatization is the next major step for the once heavily regulated country. Among other sectors of industry, telecom is being opened to free market competition. The expansion requirements are enormous.

The number of people waiting in line for fixed telephony subscriptions is estimated at more than six million - and waiting times are often more than one year. According to Brazilian government estimates, investments totaling USD 83 billion (SEK 600 billion) will be needed in the country's telecom, cable TV and data communications sectors between now and the year 2003. Financing will be raised through new mobile licenses and privatization this summer of the government-owned Telebras telecom companies.

Telebras has 26 regional companies operat-

ing fixed telephone and mobile telephone networks on the A-band. In conjunction with privatization of the telecom industry, the companies will be divided into nine regions for mobile telephony. The regions will be sold to the highest bidder and, in principle, will be a reflection of the B-band. Private mobile telecom operators that do not win contracts on the B-band, accordingly, will have new opportunities to penetrate the Brazilian market.

Additional opportunities will be created around the year 2000, when Brazilian authorities plan to release licenses for the 1900 MHz band. International telecom companies have also expressed keen interest in the country's fixed networks. Prior to privatization, operations of the networks will be concentrated in three holding companies. Embratel, the government-owned company that dominates long-distance traffic in Brazil, will also be privatized.

A matter of uncertainty for all telecom players is the speed of implementation in privatizing the Brazilian market. The process is a key issue for the nation's present government and President Cardoso, but this year is also an election year. At the same time, government-owned Telebras companies are expected to reduce their investments prior to the sale, a precautionary measure that has been intensified by the financial crisis in Asia.

NILS SUNDRÖM

Crucial choice for mobile telephony

Until now, all new B-band operators in Brazil have chosen the TDMA technology for their mobile telecom systems. The choice is extremely important for development in other Latin American countries.

"São Paulo is the key to Brazil's mobile telecom market. The city already has about 25 percent of today's mobile telephone users," says Nilson Xavier Soares, head of wireless communications Ericsson Telecomuni-

cações in Brazil. Since TDMA technology has been chosen for the B-band in São Paulo, the choice has influenced other new operators that want a digital roaming network in the country.

The debate over which technology will be used for the mobile telephone network in Brazil has been intense. Ericsson stands behind the TDMA technology (Time Division Multiple Access) which includes the AMPS/D-AMPS and GSM mobile telephone standards. Competition comes from narrowband CDMA technology (Code

Division Multiple Access) with the IS-95 standard, used mainly in North America and South Korea. The new operators' choice for the B-band is therefore a great victory for TDMA technology, both in Brazil and in Latin America as a whole.

"A strength for us is that Ericsson has also delivered systems to 23 of Brazil's 30 operators on the A-band," Nilson Xavier Soares continues. "Several operators have already started to digitize their systems, converting from AMPS to D-AMPS."

NILS SUNDRÖM

Facts about Brazil

■ In terms of land mass, Brazil is the fifth largest country in the world, 19 times the size of Sweden. The country has 160 million inhabitants, corresponding to 60 percent of the population of South America. Disparities in private income are very large. Only 10 percent of Brazil's population has access to fixed telephony. About 2 percent have mobile telephones.

The number of fixed telephony lines in Brazil is expected to grow from the current 15 million to 28 million by 2001. During the same period, the number of cellular subscribers will grow from 3.5 million to 16 million.

In 1997, Brazil was Ericsson's fifth largest market. Ericsson Telecomunicações has 2,700 employees in Brazil, most of whom work in São Paulo (head office) and São José dos Campos (production). Ericsson Telecomunicações is also a part owner of Matic and Informat, two Brazilian communications companies.

New personnel report out

For the first time, Ericsson published a personnel report this year to supplement the Annual Report. The personnel report is intended to show assets in Ericsson not seen in conventional financial presentations, more specifically, the company's employees, their skills and their expertise.

This type of information has become more interesting to investors and stock market analysts, as reflected in demands for such presentations. Several other com-

panies have supplemented their annual report in recent years with similar material. The personnel report, which Ericsson plans to publish annually, contains general-information articles on how Ericsson manages and develops personnel skills in the company. It also includes a small statistical section that will be presented in more detail in future editions. The new SAP/R3 administrative system will create opportunities in future years to present more financial personnel statistics in the report. Copies of the report may be ordered in Swedish and English from Agneta Sjödin at



XBS, Group Printing in Stockholm, telephone +46 8-719 4318, or by memo at ETX-ETXBROCH. A Web site version is also available under Inside Ericsson.

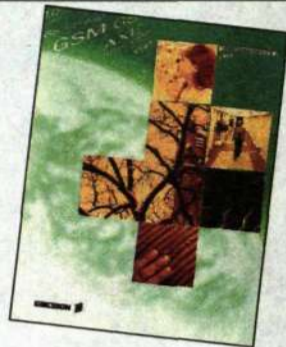
Environmental report available

Printed versions of Ericsson's 1997 environmental report are now available in Swedish and English, in addition to accessibility on the Internet and intranet.

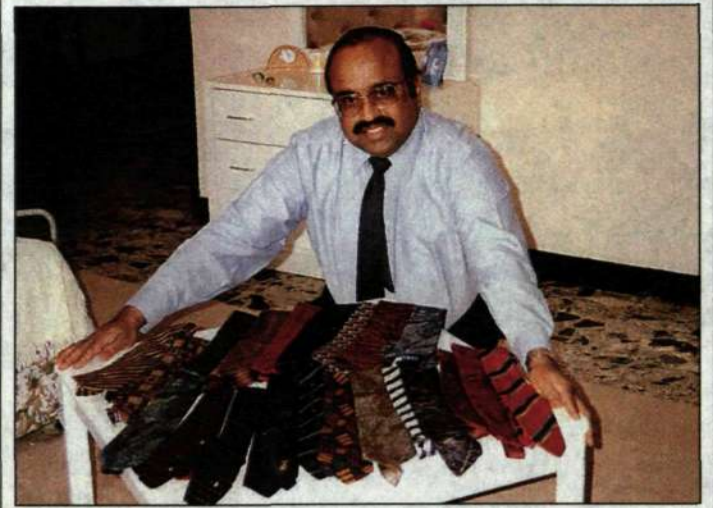
An interesting novelty in the new report is a graphic presentation of Ericsson's environmental profile. It illustrates the environmental impact of the average Ericsson employee. A variety of activities such as electrical consumption, heating, air travel and

other considerations expressed in kilograms of carbon dioxide is reflected per employee, divided between Sweden and the rest of the world. It also shows that total air travel by Swedish office employees corresponds to a distance equivalent to a round-trip flight to the sun. It also clear, however, that the largest environmental impact is attributed to production of electrical energy in other parts of the world.

Printed versions of the report are available on request from Mats Nilsson in Karlstad, tele-



phone +46 54-19 30 22 or by memo ETX.ETXPICK. The report is also on the Internet at Ericsson's Web page under Library. On the intranet, look under the word Environment.



Narayanan Menon has worked for Ericsson in Oman since 1974. Through the years, he has collected 21 Ericsson ties.

Ties, ties, ties

We have continued to collect names of Ericsson tie owners. Many people **oman** have written and called, others have sent their ties or pictures of them as entries in our contest to name the best Ericsson tie.

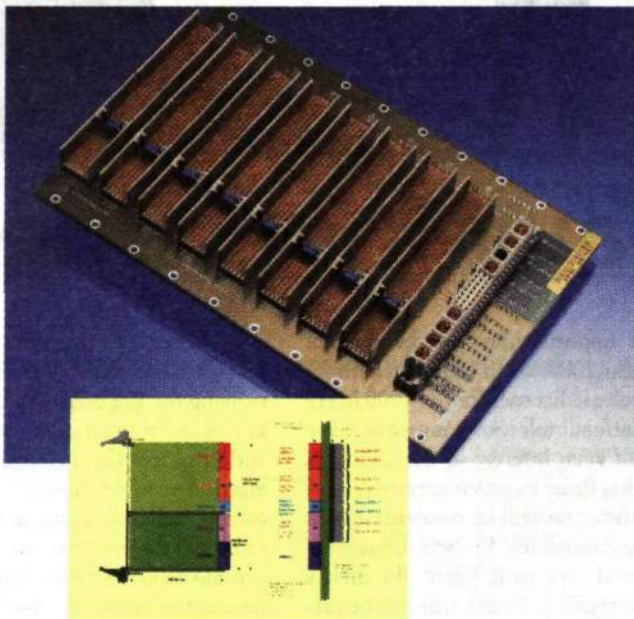
A few days ago, we received a letter from Narayanan Menon in Oman. He has 21 ties, which is more than G O Douglas, who encouraged employees to dig their old ties of the closet.

"I have 21 ties. One is from

Ericsson Radio Access and I think it's quite unusual. It is adorned with three sausages. I have never met a visitor to Oman with a sausage tie," wrote Narayanan Menon, known as Menon in the office. Menon has worked for Ericsson in Oman since November 1974, when Ericsson established operations in the sultanate shortly after receiving its first order in May 1973.

Menon started working in the company's finance department and is now manager of finance and administration.

MIA WIDELL ÖRNUNG



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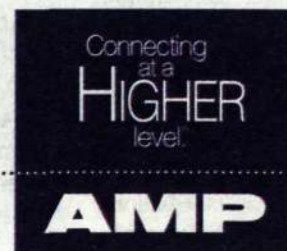
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New office opened

Ericsson in Vietnam recently opened a new office in **Vietnam** Danang, in central Vietnam.

"There is considerable potential for expansion of the telecom network in this region, and that's why we decided to place our third Vietnamese branch office in Danang," says Gunnar Wennerberg, manager of Ericsson in Vietnam.

Mark Procter has been appointed local manager of the new office.

"The establishment of an office in Danang enables us to narrow the gap between Ericsson and customers in central Vietnam and assume a more active role in development of the regions infrastructure for telecom," he explains.



Gunnar Wennerberg, manager of Ericsson in Vietnam, spoke at the inauguration of Ericsson's third branch office in the Southeast Asian nation.

Ericsson has been established in Vietnam since 1993. The company has a strong position as a supplier of fixed and cellular networks in the country. Most of Vietnam's mobile telephone subscribers are served by networks supplied by Ericsson. The company's mobile telephones are also well-known products in the country, and new models are introduced continuously.

First customer for new president

The first customer delegation to visit Ericsson's new President and CEO was a group from Vietnam. On March 31, Sven-Christer Nilsson welcomed Dr. Dang Dinh Lam (photo), General Director of Vietnam Post and Telecommunications (VNPT). The director was accompanied on his visit to Ericsson in Sweden by Dr. Bui Thien Minh, director of VNPT's investment division, and Mr. Lam Hoang Vinh, director of international relations at VNPT.



New support system looks far

A Local Support Organization (LSO) conference

sweden was held in Älvsjö, just outside Stockholm, April 1-3. LSO consists of several persons who work at Ericsson's local design center. Their job is to render assistance by providing support systems for AXE development.

This year's conference, which attracted 90 participants from all parts of the world, was intended to provide information about changes now taking place in LSO.

Products presented

A presentation was also made of Ericsson's latest and most improved support system products.

The future was a dominant

theme at the conference, conducted the title "Enter the future."

Strong concentration

Ericsson's future lies in strong concentration on core operations and cooperation with external business partners. Rational Software Corporation, for example, is an important partner in the field of support systems.

The company was represented at the conference in Älvsjö, and presented reviews of its corporate structure, products and future plans.

An LSO Forum was also established during the conference to absorb new ideas, problems and solutions that will be conveyed to the right people.

ULF DANIELSSON &
LOTTA MUTH



Easter-egg hunt in the United States



Children of all ages searched for Easter eggs and goodies when Ericsson in Lynchburg, Virginia held its annual Easter-egg hunt on April 5. The children also took part in a contest that involved painting Easter themes in bright colors.

Fiberoptic cable sets new record

In mid-March, Ericsson Cables telecable division in Hudiksvall produced 358 kilometers of fiberoptic cable, setting another record in the division's history.

The old record, which survived only one week, was 350 kilometers.

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ASIC & ASSPs

- Digital Mobile Phone
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Ericsson Microelectronics has over 20 years experience in manufacturing and marketing micro and opto electronic products. Acting as an independent business unit, Ericsson Microelectronics aims to be the principal microelectronics supplier to major communication companies.

The Group's focus is on producing technologies that deliver improved performance at lower cost, so enabling customers to more easily achieve a competitive advantage. Technologies such as world leading radio frequency components, line access functions, optoelectronic components and modules and ASICs and ASSPs to name just a few.

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ERICSSON 

column

Cooperation
a key word

In the beginning of 1998, ETSI, the European Telecommunications Standards Institute, chose WCDMA as the radio technology for the next generation of mobile telephone systems.

It was a huge victory for Ericsson, providing the company with excellent potential to defend and maintain its strong market position. But success will hinge upon Ericsson's ability to amass its resources and cooperate internally in terms of technical development and marketing. Accordingly, it is imperative to step across traditional boundaries in our organization and work hand-in-hand across the lines that separate our business areas.

In technology, considerable progress has already been made, as illustrated by the 1,000 person-strong radio contingent in the PDC business unit now working with WCDMA products. The products will also be sold by the Mobile Telephone Systems - GSM, NMT and TACS business unit.

In the same manner as we are working today across business area boundaries in important technical development programs, we must take a similar approach to sales and marketing. Our message to customers should be clear, with no differences between Ericsson's different business areas. The market should regard Ericsson as a single supplier of systems, a company with products not restricted in any way to a certain business area.

Through cooperation in technology and marketing, we can utilize our resources in the most effective manner. To make this work, we need to establish common values and a uniform mode of operations. Cooperation across traditional boundaries is the only option we have to take advantage of Ericsson's strong starting point for continued success in mobile communications of the future. We have recently noted several important successes that are particularly noteworthy.

A truly fine effort was behind our recent market penetration in Latin America, which culminated in a major order for D-AMPS equipment for the Brazilian telecom market's B-band. Some excellent work was also done at the CeBIT exhibition in March. Visitors showed exceptionally strong appreciation for demonstrations of our GPRS packet data technology for GSM.

Overall, our participation at CeBIT has confirmed we have made considerable progress in our quest to enter future technologies.



ÅKE PERSSON
Vice President,
Marketing
and Sales
Mobile Systems

Portable seminars available on CD-ROM

You are on the other side of the world, in a completely different global region. No problem.

Sales personnel working for the Mobile Telephone Systems - GSM, NMT, TACS business unit are now able to "attend" seminars in product marketing, despite the fact that they are conducted in other parts of the world.

Carina Ullemar Lönnbom, manager of the Product Marketing Competence Development department in Kista, and her colleagues have developed a solution for keeping the global sales force informed about new products, new releases and other topical news items.

A CD-ROM featuring multimedia presentations of sales arguments for products and comparisons with competing products now make it easier for sales personnel to answer questions that arise in meetings with prospective or existing customers.

"Our primary objective has been to help sales personnel understand and gain as much knowledge as possible about our products so they can present the most telling sales arguments," Carina Ullemar Lönnbom explains.

Favorable reception

The CD program was planned and designed in Kista.

About 1,900 copies have been sent to sales personnel in all parts of the world. The response has been beyond all expectations. "The best tool we have received in many years," declared one of the many positive reactions that Carina Ullemar Lönnbom has received.

The problem has always been that people work in remote regions, travel a great deal or, quite simply are very busy, and have found it difficult to attend seminars arranged on a weekly basis in Kista.

"This is a flexible solution that makes it much easier to stay up to date," wrote another.

Audio pictures

The CDs contain 14 different seminars. Sales personnel are now able to watch video presentations on their own PCs in which product managers describe how sales personnel should present Ericsson products to customers when making overhead presentations. The overheads can be downloaded,



Continuous shipments of CD-ROM seminar presentations will make it easier to disseminate information about the latest news in product development. Distribution at regular intervals will guarantee that the information is up-to-date.

Photo: ANDERS ANJOU

printed out and used in their own presentations. It's easy to move from one seminar to another, repeat certain sections as many times as you wish or simply avail yourself of the most pertinent information for your individual needs.

"We are pioneers when it comes to using this type of application for continuous distribution of important information," Carina Ullemar Lönnbom continues.

Her department plans to distribute "CD seminars" at regular intervals to sales personnel in all parts of the world.

The first version was sent out in February of this year, and the next edition, which will include 20 seminars, is scheduled for completion in April.

"Development has assumed extremely rapid speeds, and it's important to provide new information. We plan to distribute a new CD every quarter," Carina Ullemar Lönnbom explains.

On the intranet

In the future, plans are also being formulated to make seminars available on the intranet one week after they are held,

making it even easier to access new information.

"We are working hard now on the test version for an Internet application. One problem we see is that many people do not have access to

the Net, but most of our sales personnel have PCs compatible with our system. The only requirements are Windows 95 and audio capability.

ANNELI JÖNSSON



Carina Ullemar Lönnbom looks into the future and she sees the potential in applications of multimedia presentations.

NEWS FROM MOBILE SYSTEMS

Necessary to focus on time

"Some people might think the year 2000 is still a long way away, but it's actually less than two years. And it will take a long time to make people understand the importance of entering the new millennium." The words were spoken emphatically by John Savage, director of supply management for the British operator Vodafone, during a recent seminar held in Kista.

It was arranged by the Mobile Telephone Systems - GSM, NMT and TACS business unit for management personnel and owners of processes and systems.

Threats the main theme

Opportunities and threats presented by the new millennium and year-2000 compliance represented the seminar's main theme. Christer Jungstrand, manager of the control committee for the Y2K (Year 2000) compliance project now being conducted by the business unit, opened the afternoon session. He encouraged the participants to heed the words of Vodafone's director of supply management.

Lars-Ola Michelgård, another project manager, presented a brief



Time flies. These men were in total agreement (from left): Christer Jungstrand, Stig-Rune Johansson, Lars-Ola Michelgård, John Savage of Vodafone, and Staffan Holmer.

Photo: BJÖRN SEGER

account of progress to date on the Y2K project. Stig-Rune Johansson, manager of Product Unit Base Station Systems, reminded the participants that time is running out, and emphasized the crucial importance of cooperation with customers.

High priority

In another presentation, Jan Holmgren reviewed legal considerations in conjunction with deliv-

eries of product releases that guarantee year-2000 compliance. The new millennium and year 2000 compliance have been assigned the highest priority by Vodafone, and the British company has worked on the project for more than a year.

John Savage described the company's meticulously planned and formulated program, and how it is managed by a control group that meets once every three weeks. The

year 2000 is also discussed at all levels of all management meetings, he added. He also presented a summary of Vodafone's test strategy and how it is used in tests conducted in various product areas.

Dependent on suppliers

He explained that Vodafone's business operations are totally dependent on the company's suppliers. Ericsson is one of Vodafone's most important suppliers, he said, em-

phasizing the very strong need to establish compliance free of problems as we prepare for the millennium shift.

A number of Ericsson employees have taken part in past similar seminars arranged by Vodafone in the U.K.

"We share the same problems, and can gain a great deal by working together to develop solutions," concluded John Savage.

GUNILLA TAMM

New development unit for data in Linköping

Ericsson Radio Systems has taken a strategically important step to unite mobile telephone systems with the computer world. Effective April 1, the company acquired the Japanese PC manufacturer Fujitsu's development unit in Linköping, Sweden. The new unit expects to deliver and install its first product at a customer site in June.

The new Linköping unit, Wireless Internet Integration, will work with new products in mobile data communications. The operations and its 87 employees will remain based in existing premises in Linköping. A precondition for Ericsson's acquisition was acceptance of the proposal by a majority of Fujitsu's more than 100 employees. The rider was a form of guarantee for a functional organization.

"This is an extremely enthusiastic group of people, who will be important assets for Ericsson in development of new data applications for our mobile systems. Among other efforts, we shall work on integrating mobile terminals with the Internet," says Ulf Mirner, acting manager of the new unit and former President of Ericsson Radio Access.

The new unit in Linköping will function like a small company in a large corporation. It will contribute its experience from the extremely competitive PC market, and work in a cost-efficient manner with shorter product cycles of four to five months.

"We are very satisfied with this opportunity to contribute our know-how and skills to the Ericsson family," says Anders Lindström, development manager for hardware and software products under Fujitsu management.

"From the product perspective, we see clearly how the PC world is narrowing the gap to the telecom industry. We still don't know how the Internet will influence our modes of telephony and information retrieval, but there is a vast expanse of ideas that need to be tested. Products we worked with in the past are not much different from the concepts we will work with under Ericsson's ownership."

Long data history

The acquisition process proceeded quickly. Fujitsu announced its decision in February to discontinue PC development in Europe following the company's establishment of a new business strategy. The decision came as a surprise to the Linköping unit, which was not lacking for job opportunities, however.

Both local computer companies and large corporations have expressed interest in the development unit, which has its roots in the early Swedish computer industry of the 1960s. The acquisition by Ericsson brings the unit full circle.

A complete center

What was then Ericsson Information Systems acquired the Linköping installation from DataSaab in 1981. PC production operations were sold in 1988 to Nokia Data, which, in turn, sold the operations to British ICL in 1991. Fujitsu acquired the operations in 1996.

"Our long traditions in the computer industry have provided the stability we need. Despite shorter product life cycles, we go through the same steps as before in new product development. Our experience in gaining approvals from public authorities, for example, and security is a big advantage," Anders Lindström says emphatically.

Based on its former status as part of Fujitsu's global development organization, the Linköping unit offers a complete center for all phases of PC product development. In addition to administrative personnel, it also includes mechanical and electronic design engineers and programmers.

"Since the acquisition by



The acquisition of Fujitsu ICL Personal Computer in Linköping has provided the data department of Ericsson Radio Systems with important added strength. The new unit's four technical managers are seen here with Acting Manager Ulf Mirner in the center (from left): Anders Lindström, Tom Idermark, Håkan Arvidsson and Christer Lindvall.

Photo: NILS SUNDSTRÖM

Ericsson, we have increased our general skills levels in mobile telephony by attending various training courses, and we are now focused on different areas of mobile communications," says Håkan Arvidsson, manager of product planning under Fujitsu ownership.

"The work is focused strongly on products, and we have already established cooperation with Ericsson's Mobile Telephones and Terminals business area. The first

products will be ready for installation at a customer site in June."

The offices of Wireless Internet Integration in Linköping are only a stone's throw from Ericsson's other installations in the city. They include mobile telephone production facilities and the Ericsson Application Center, a unit concentrated mainly on software development, with particular skills and expertise in radio network control.

NILS SUNDSTRÖM

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Contact No. 6 1998

Updated April 20

Ericsson Australia Pty. Ltd

MAS SPECIFICATION ENGINEER SHORT TERM CONTRACT POSITION

The demands on the Application System Handling (ASH) area within the Asia Pacific Regional Centre has increased dramatically over the past month. This has come about due to the fact that we are taking on more of the activities from the former Marketing Units in at ETX.

● As a result we are urgently seeking a short term contractor for the next two to four months to fill growing MAS Specification needs. The position will be based at EPA (Melbourne).

We require a person who is fully skilled and competent in all aspects of MAS Specification work, or who has the relevant AXE background knowledge and is able to learn quickly.

Required Skills: Knowledge in the use of SSPTool, PRIM and IMSA

Key role: Creation of 1317-, 10922- and 19823- documents and all associated documentation

PREREQUISITES: PC literate. Knowledge of UNIX system. Basic AXE knowledge. Self motivated. Ability to work to tight deadlines. Attention to detail. Excellent written and verbal communication skills.

Contact: Karin Granqvist on +61 3 9301 1446 or via memo on EPAKDL. Application latest 980501: Sue Holman, (memoid EPASMH)

Ericsson Telecommunications Romania S.R.L - ETR

OPERATION DIRECTOR

Ericsson Telecommunication Romania (ETR) have today more than 200 employees and working with all of the Ericsson products.

In 1994 a representation office was opened in Bucharest and in 1997 ETR signed the contract with Mobifon dominated by Airtouch and TIW. In march last year a temporary GSM system was launched which followed by a permanent system in June. Our customer had a flying start which surpassed all expectations. The tempo is high and the customer is in a tough competitive situation.

● We are now looking for an Operation Director who will be responsible for the achievement and maintenance at the highest level of customer satisfaction of all operational activities such implementation of RB, minilink MD-110 business phones and fixed network as well as the implementation of the DRA 1900 project and our logistic department. Today the operation division have 80 employees of which 8 persons are expatriates.

The position reports directly to the ETR president and is a member of the management team. Important personal skills is to have cross cultural knowledge, open minded attitude and good communication skills. We expect that you have minimum 5 years of relevant experience and very good knowledge in the area of GSM, fixed network and of Ericsson products in general.

Contact: Thomas Lundin - President, memoid ETR.ETRTL, Phone +40 1 401 01 19. Walid Alsheikh - Operations Director, memoid ETR.ETRWAAL, phone +40 1 401 01 34, GSM +40-92 200 220 Pauli Liimatainen - Resource Manager, memoid ETR.ETRPALI, phone +40 1 401 01 20, GSM +40-92 357 015 faxnumber ETR Resource Department: +40 1 336 97 77

Ericsson Toshiba Telecommunication Systems K.K., Japan - ERJ

RADIO NETWORK CELL PLANNERS

We have a number of positions available for experienced Radio Network Engineers to work with CMS30 (PDC standard) at our head office in Shin-Yokohama.

● The candidates shall have experience in cell and frequency planning, field measurements for verifying coverage and interference performance of the radio network, and network optimization.

Previous experience with indoor coverage solutions is especially desirable.

The candidates shall be fluent in spoken as well as in written English. The candidates shall also have the capability to transfer competence to local staff.

Previous experience with customer interface is a benefit.

We presume that you are open-minded, outgoing and that you can easily adapt to a culturally diverse working environment.

We are ready to offer a long-term contract to the right person and starting date as well as length of the contract is negotiable.

Contact: Peter Nilsson Office + 81 45 475 6761 Mobile + 81 80 492 7646 Fax + 81 45 475 0035 Memoid: NRJ.ERJPENS E-mail: nrj.erjpens@memo.ericsson.se

Ericsson Infocom Espana S.A.

SYSTEM ENGINEER GSM

At ECE Systems Management within DSA we work with mobile applications for mobile telephony systems (GSM900, GSM1800, GSM1900, GSM1900/D-AMPS, etc.) in the CSS (Circuit Switching Systems) Product Area.

● We are looking for new professionals to work in a number of interesting areas. The areas are AXE platform (i.e. IO, CP-Open...), subscriber management, security and fraud, data-com applications, CTS (Cordless Telephony System) and UMTS (3d generation Mobile systems).

The working activities aim to lead and ensure the evolution and competitiveness of the Ericsson GSM systems (GSM900, GSM1800, GSM1900, GSM1900/D-AMPS, etc.): System solutions and investigations. Early design project participation (scenario studies, pre-prestudies, prestudies). Network/node characteristics and dimensioning. System management. Operative Product Management. Strategic Product Management. Market support. etc..

You will be working with other high competent people with different backgrounds and long experience. Our modern premises are located in Madrid.

Applicants should have an engineering degree, and at least 3-4 years experience in telecommunications, preferably in the areas of interest. Experience in system level technical development or testing is preferred.

Desired personal abilities are: interest to work both in groups and independently, initiative-taking, constructive attitude, being communicative, availability for short-time travels and coordinating or leading skills.

Contact: Karl-Johan Malmgren +34-91-3392975, emekjm@madrid.ericsson.se, ECE.ECEKJM, Gregorio Núñez +34-91-3392924, emegnfe@madrid.ericsson.se, ECE.ECEGNFE or Consuelo Gallo +34-91-3392942, emegama@madrid.ericsson.se, ECE.ECEGAMA

Ericsson Telecomunicazioni S.P.A.

TEST CONFIGURATION MANAGEMENT RESOURCES

The Global Product Center in TEI (Rome - Italy) is creating a Test Configuration Management team in order to handle its new Product Unit responsibilities.

● We are looking for experienced members for this team, in the following areas: Data transcript. Trouble Shooting. Dump handling.

Contact/Application latest 980430: Marie-Claude Schilling, email teimcs@tei.ericsson.se, memoid EITA.TEIMCS

Ericsson (China) Company Ltd.

SENIOR CELLPLANNER

Product and Technical Sales, Region North, China is supporting customers in the 14 northern provinces of China, many with GSM and TACS networks corresponding to the size of European nationwide networks. Our customers will further expand their networks during 1998, therefore we are looking for an experienced Cellplanner to further strengthen our Cellplanning group.

● Your responsibilities will include assisting in building up the expertise and transfer knowledge within the department for new local staff, preparation of RND proposals, guide customer in their Radio Network Planning, carry out RF measurements, perform initial tuning and perform Radio Network Optimisation.

You will have at least 2-3 years experience from Cellplanning and Optimization projects from various parts of the world preferably from GSM or TACS, you are customer and team oriented with proven capabilities to transfer knowledge to local staff.

Contact: Urban Andersson, P&TS Manager ETC.ETCURAN or Margaret McManamon HR Manager, Expatriate Management ETC.ETCMCM

Ericsson Research Canada, Montreal

SYSTEMS DEPLOYMENT ENGINEER

● We are currently looking for a Systems Deployment Engineer who will be responsible for the deployment of new application systems and CN-A's in the North American, Puerto Rico and Hong Kong market. Your main activities will be to take care of the Software Installation Process. You will prepare and coordinate software deployment activities, rotate to the CSO and participate in on-site FOA activities.

You will act as Ericsson's representative during deployment activities at customer premises. Sharing of knowledge and experience with other Ericsson business units will form an important part of the role.

The successful candidate must have a University degree in Computer Science or Electrical Engineering. He also has a broad knowledge of Ericsson AXE products and services such as APZ, IOG, APT as well as good knowledge of Ericsson processes and procedures related to deployment activities. The ability to perform under pressure, an excellent customer handling skills and excellent communication skills (written and oral) are required.

Contact: Hélène Schwelb (Imchesc) in Human Resources or François Lapierre (Imcfrla).

Ericsson Ltd, UK

TECHNICAL SALES CONSULTANT

● Have you excellent IT and presentation skills ideally with a knowledge of Call Centre and/or Application design in Customer based Comms solutions.

If you have, we want to hear from you. Vacancies exist for individuals who are ready to take on the challenge of working with our Sales team to position Business Solutions involving Call Centre Conson MD110, CTI, Personal Applications, Data and Mobility.

We have the best Products, we need the best people. If you like a challenge then I want to hear from you!

The job requires individuals to work within the Sales and Marketing activity positioning the technology within the Customer business requirements. It requires knowledge, flexibility, good interpersonal skills and a general good business understanding. You must be quick to learn, be a self starter and have an ability to work as an individual or as part of the team.

Qualifications/Skills:- HND in a technology based subject, ideally Science/Engineering de-

gree. Good comms and IT knowledge. Experience of Call Centre and Applications integration would be of particular advantage.

The position carries a competitive salary and bonus plus a company car. Based at home/office the individual must be prepared to work where and when required. Based out of our Burgess Hill office.

Contact: Mary-Anne Morgan-DeGray, HR Advisor, Business Networks UK, etl.etimemn, telephone UK 01444 256261.

Ericsson Radio, S.A., Madrid, Spain

The FSC for the AIRTEL customer in Spain, established in 1996, has a vacancy for a

BSS SENIOR SUPPORT ENGINEER

● Main responsibilities: Trouble-shooting activities on/off sites. HW/SW upgrades such as APZ upgrades/AS-changes/AC-A's/EC-A's. Participate in the on-call schedule to handle emergency situations. Test/demo/implementation of new features and services. Trouble Report handling. Transfer of knowledge to local staff.

Competence requirements: CME20 experience with a minimum of two years working on the BSS subsystem preferably in Customer Support but applicants with testing/verification experience will also be considered. Strong knowledge of test system, ability to trouble shoot s/w problems. Familiarity with RBS 200/2000 handling. Experience of APZ stoppage handling. Familiarity with MHS.

You need to be flexible and able to work under pressure applied by a very demanding customer. Travel at short notice is an integral part of the job.

Good knowledge of spoken and written English is essential and any fluency in Spanish is a plus but not essential. You must be willing to gain proficiency in Spanish in the first year of the contract.

The contract duration is of 2 years.

Application: Colm O'Gairbhith, BSS Responsible, REE.REECOLM or Diego Garrido, FSC Manager, REE.REEDGS

Ericsson Radio Systems AB - UZBEKISTAN - ERA

FSO EXPERT/MANAGER

● Length of Assignment: 1 year contract
Ericsson is establishing a local field support office (FSO) in Uzbekistan (Tashkent) in order to support the GSM network in Tashkent. The work require a person with good experience in the support of GSM. The network today consist of one MSC and one BSC. Expansion of the network will happen soon. You will be responsible to establish the FSO activities as well as working operative with the support issues. It a very challenging job for a person who is looking for a career. The FSO will report to the FSC in Moscow as the second line support.

Contact: Ezzedin Shamsedin- Operation manager - Moscow Tel: + 7 095 247 62 11 Mob: + 7 095 258 97 74 Fax: + 7 095 258 06 23 or Nagi Soliman- FSC manager - Moscow Tel: + 7 095 247 62 11 Mob: + 7 095 728 00 86 Fax: + 7 095 258 06 23 Application: Ezzedin Shamsedin- Operations manager - Moscow Fax: + 7 095 258 06 23 Memoid: ECR.ECREDIN E-MAIL: ECR.ECREDIN@MESMTPSE.ERICSSON.SE

Ericsson Australia Pty. Ltd

ERICSSON'S LARGEST 'NI' CUSTOMER

ERICSSON AUSTRALIA, NETWORK INTELLIGENCE, PLATFORMS MANAGEMENT ROLE

Ericsson Australia have been working towards securing a securing a new business opportunity with Australia's largest Telecommunications carrier: Telstra, in relation to Network Intelligence. This scope of this opportunity will make Telstra, Ericsson's largest NI customer.

● We have been short listed and are currently refining our proposal and providing our customer (Telstra) with additional capability information in order to secure the business. On the basis we are selected by Telstra, EPA will need to resource this area quickly in response to the many opportunities that will flow from securing this business opportunity.

The role will be a key interface between Telstra and the many parts of the Ericsson Global organisation in response to the issues that arise from a technical platforms perspective.

The successful candidate will assist in determining the appropriate product solutions, platform strategy in support of Telstra's NI business requirements, through to NI platform rollout all meeting or exceeding the agreed deliverables.

Your interpersonal skills will be fully utilised as you will be working with various organisational levels with the Customer, as well as championing Telstra's requirements into the ETX/ERA NI organisation. As the unit will be working towards tight deadlines, your ability to deliver results will be an important ingredient and will be highly regarded. This role is an excellent career opportunity to work with an advanced fixed and mobile Telecommunications carrier, developing a detailed knowledge of the Customer and the opportunity to develop your customer management skills.

Interested...?

Contact: Craig Hudson (EPACWH) or Jacquie Hey Business Manager NI (EPAJHE). Application latest 980501 ref no 98:0929: o Craig Hudson (EPACWH).

Ericsson Telecom Sdn Bhd

LOCAL PRODUCT MANAGER IN EXCITING MALAYSIA

If you strive to be in a dynamic working environment in a rapidly developing country where things like the 'Multimedia Super Corridor' is fast becoming reality, then this position in Product Management and Switching Network Design is ideal for you.

● You would work towards Malaysia largest cellular operator, Celcom, with a 50% market share and over 1 million sub's. Celcom currently operates GSM, ETACS as well as Fixed networks, supplied by Ericsson, Siemens and Lucent. Deutsche Telekom (DT) is today a part-owner of Celcom, and this fact has greatly contributed to Celcom/DT becoming an advanced South East Asian telecom operator.

You would be responsible for the Local Product Management of all switching related products as well as Switching Network Design, SND. The SND part is to be handled by one or more local staff reporting to yourself. Prospects for advancing to Departmental Manager within 1-2 years are very definite.

A wide range of Ericsson products are handled, among others HLR/FNR/MSC/BSC/AUC/BGW/SOG, Intelligent Networks (with Fixed Mobile Convergence) and various intelligent Fraud Fighting measures in ETACS.

The main tasks of this group today are Technical Discussions and Proposals, Technical Presentations and Switching Network Design.

You should possess a good product knowledge in a range of Ericsson products, particularly in GSM and preferably also in ETACS. But a sound knowledge in other AXE based applications plus the ability to quickly pick-up GSM/ETACS particulars would also be possible. A system support background could be a foundation to build on. Important is also that you are selfgoing and able to efficiently communicate with customers on technical matters. Previous customer exposure is preferred.

Contact: Inge Bursell, Product Management & SND, Customer Division Celcom, Ericsson Telecom Sdn Bhd. Memo ECM.ECMIBU, Tel +60-3-708 7228.

Ericsson (China) Ltd ETC/R Beijing

PROJECT LEADER WCDMA IN CHINA

● For the new challenging 3rd generation mobile system and its development in China, Ericsson's second biggest market, we are in urgent need of ONE PROJECT LEADER, to be placed in Beijing and on an assignment of approx 9 months duration.

You shall lead the project organisation there of the experimental system based on the developed 3rd generation mobile system using Wideband CDMA in the air interface and ATM in the transport network. You shall report to the project group office at ERA/JR in Sweden. Also You shall train a Chinese locally employed project leader who is to take over after that the system is put into service.

We expect you to have experience in one or more of the following areas; Radio, air interface, A interface, SW architecture, Control system, ATM.

You are a person with project management and coordination skills, self driven, outgoing and result oriented. We take for granted that you have good communication skills are able to transfer your competence to others in a smooth way. Fluency in English, orally and in writing, is a must.

Contact: Anders Paulsson, phone + 46 8 76 41146, memoid ERAC.ERAADPA or Hans Falk, HUMAN RESOURCES, phone +46 8 7571402, memo; ERAC.ERAHFA Application: Britt Gustafsson, Ericsson Radio Systems AB, LDHS, S-164 80 Stockholm, Sweden, or by fax; +46 8 404 5311

Ericsson Eurolab Deutschland GmbH (Germany)

TCS MAINTENANCE ENGINEER WANTED

EED in Herzogenrath/Germany, close to the university city of Aachen, offers you as a young and growing company an open working atmosphere with high motivated colleagues.

● At the departement responsible for the Traffic Control Subsystem (TCS) we are looking for a maintenance engineer to work with TCS maintenance tasks for all AMC markets.

The AXE Mobile Core (AMC) consists of the core subsystems that are common to the mobile applications CME20, CMS30, CMS40 and CMS88. The general responsibility of the maintenance engineer is to analyse trouble reports and to verify and propose solutions on problems reported from our customers.

This is done in close co-operation with support centers all over the world.

The main authorities and tasks are: Analyse trouble reports on released TCS products. Write and verify corrections in target and/or simulated test environment. Propose solutions. Design and verify TCS subsystem products according to the RPC (Rapid Product Change) process. Take an active part in FOA (First Office Application) activities in AMC markets worldwide.

As a suitable candidate, you are an Ericsson employee and should preferably have experience in design maintenance activities.

Any test experience in target and/or simulated environment as well as experience in the traffic control area is a clear advantage.

The position requires initiative, good communication skills and a good ability to work under pressure.

Contact: Human Resources Simon Seebass, Memo-id:EED.EEDSIMS, Dial:+49-2407-575-163 AMC TCS Maintenance Lars Andersson, Memo-id:EED.EEDLARA, Dial +49-2407-575-662

Ericsson Eurolab Deutschland GmbH

The system house AXE Mobile Core (AMC) is looking for a

PROCESS ENGINEER

● The main responsibility is the improvement of work processes within the AMC organization. The position is located at Ericsson Eurolab Deutschland GmbH, Herzogenrath, and reports to EED/U/OQC.

The main tasks include: Coordination of process management (PM) activities. Project management of PM projects. Maintenance and improvements of design processes. Establishment, maintenance and improvements of operational processes. Being the driving force for process management.

As a suitable candidate, you should be familiar with the Ericsson way-of-working and the existing processes in your current work area. Knowledge of different methodologies used in software engineering is a definite plus. You should have a very good knowledge in how to establish, maintain and improve processes.

Working as a moderator and consultant a structured way of thinking, excellent communication and cooperation skills, perseverance and the ability to be the driving force for PM are important personal qualities. Overall you should see this job as a challenge in improving our existing way of working. Participation in international AMC meetings is also part of the job. Fluency in written and spoken English is a must.

Contact latest 980531: Human Resources Simon Seebass, Memo-id:EED.EEDSIMS, Dial:+49-2407-575-163 Methods & Quality AMC Andreas Bleeke, Memo-id:EED.EEDANB, Dial:+49-2407-575-394

Ericsson Eurolab Deutschland GmbH

The AXE Mobile Core (AMC) System House is looking for an

AMC PROJECT ADMINISTRATOR

The AMC project office has a dynamic group of overall project managers and administrators managing key projects at the core of all mobile applications. These projects encompass sub-projects and associated projects in Holland, USA, Ireland, Finland, Sweden, Norway, England, Spain, Italy, Germany and Greece covering a vast range of development areas at the leading edge of technology.

The project office is located at Ericsson Eurolab Deutschland GmbH in Herzogenrath, near Aachen. The general responsibility of this position is to assist the main project manager and to see to it that the project adheres to the established working methods and economic routines.

● The main authorities and tasks are: structuring, planning, controlling and follow-up of project activities, time resources & costs, preparing of project administrative documents and reports. coordinating information as project minutes, librarian, Kick-off/out, news-letters, binders etc. contacts and cooperation with project members and other Ericsson personnel.

As a suitable candidate you should have at least one year experience in project or line administration. Previous experience in the AXE10 design process, related project management skills and knowledge of standard UNIX application programs (EXCEL, Power Point etc.) is beneficial, too. Fluent in English and inspirational as a team member.

In this position you will need initiative, very good communication and cooperation skills as well as a good ability to work under pressure. Travelling to our cooperating subsidiaries will also be needed approximately once per month. The project administrator reports directly to EED/U/OPC, Imo Freesse.

Contact: Human Resources Stefanie Setz, Memo-id:EED.EEDSSE, Dial:+49-2407-575-112 AMC Project Office Manager Imo Freese, Memo-id: EED.EEDIWF, Dial:+49-2407-575-469

Ericsson SA - Paris, France

MANAGER, IN SERVICE PERFORMANCE IMPROVEMENT PROGRAM

Our customers, both in the Mobile and Fixed networks, are very demanding when it comes to the in-service performance of our switches. We have therefore setup a program dedicated to the improvement of the network's performance in terms of Line Down Time, as well as the number of network disturbances

● As a manager of this program you are responsible for identifying key improvement areas in the system (taking into account the reasons behind the major incidents in the network), challenging the generation of internal improvement proposals for these areas and ensuring the proposed studies and technical solutions are completed successfully. Current areas of focus cover Robustness, Capacity, ASR and Testing methods.

You are the key interface towards our customer, responsible for setting up efficient information flow, as well as for presenting progress bi-monthly on key issues.

Within Ericsson you ensure the interface towards ongoing ISP programs at UAB and BN/BR. Your network of experts and troubleshooters supports you in your technical investigations. Internally at MET you interface towards Field Support Teams when addressing network disturbances, as well as towards local systems and test experts.

Your knowledge of the system (APZ/APT) and its key mechanisms as well as the reliability of real-time computer systems in general, your previous experience in System Verification or Customer Support, as well as your proven project leadership and presentation skills will help you take on the challenge. Basic knowledge of French is a plus, and the position is located in Paris.

Contact: Alain Montfort (MET.METAMOT) Division Manager, Improvement Programs and Quality Phone: +33 1 64 47 48 90 or Dany Nassif (MET.METDNF) Section Manager, Quality and Methods Phone: +33 1 64 47 55 93 Application: Martine de Bouville (MET.METVME) Human Resources 19 Ave Carnot Massy 91348 Cedex FRANCE Fax : +33 1 64 47 49 67

Ericsson Telecom AB, Public Networks Customer Services

CUSTOMER SERVICE MARKETING & SALES MANAGER

The UK telecom market is a deregulated, exciting and demanding market. The applicant will be working with some of the most successful telecom companies in our business.

● As a CUSTOMER SERVICE MARKETING & SALES MANAGER, be responsible for actively supporting all Customer Services activities required to achieve set goals for consolidated business result within Public Networks.

Areas of responsibility: Create and execute Market and Sales plans together with account managers. Recommend pricing strategies and pricing levels. Initiate and co-ordinate plans and activities for customer projects, e.g. visits, seminars, exhibitions, customer presentation and promotions. Initiate launching of new service products. Take active part in the budget process for Customer Services. Forecast resource and competence needs and communicate to Global Resource Management. Enable tender work and co-ordinate tenders when required. Develop models for local agreements and service policies. Develop and perform

Marketing and Sales training specifically designed for Customer Services. To report monthly the Customer Service business status and financial results.

Requirements: General knowledge of AXE and/or related service offerings, preferably an engineering background, good skills in English, at least 3 years of Ericsson sales and/or marketing experience, preferably with After Sales or Customer Service experience. A goal oriented individual to be based at ETL in Guildford, UK.

Contact latest 980430: Henrik Albrecht at PN Customer Services, +468 7194673, Memo ETXT.ETXALBT. Application: Gabriella Gerdin, Ericsson Telecom AB, TB/ETX/PN/CS, S-126 25 Stockholm."

Cia Ericsson de Chile S.A.

OSS IMPLEMENTATION & MAINTENANCE SUPPORT EXPERT

Our local company in Chile (CEC) is looking for a candidate to work with OSS implementation and maintenance support.

● To qualify you must have worked with installation/support/test of OSS systems and have a broad knowledge of Unix HW & SW, Sybase, X.25 and preferably Radio and Telecommunications. You will be primarily responsible for OSS customer support and transfer your knowledge to local engineers. You should be self-motivated and work easily on your own and within a team to achieve goals and customer requirements.

We are offering a one year contract position starting as soon as possible.

Contact: John Glimtoft, memoid ERA.ERAGLIM, tel 08-40 46916 Application: Ericsson Radio Systems AB KI/ERA/AH/H Tom Larsson, 164 80 STOCKHOLM

LM Ericsson International AB, Ukraine

UKRAINE - YOUR NEXT CHALLENGE

RMOA's activities in Ukraine are rapidly expanding. Our main customer is now starting their operations in 6 major cities and will expand throughout Ukraine during the coming next years. Therefore we need to build up and strengthen our RMOA organization in our local company UKR based in Kiev, Ukraine. The following positions are now open on long-term assignments based in Kiev, Ukraine:

KAM - KEY ACCOUNT MANAGER

● As Key Account Manager you will work with sales and commercial support to our largest customers in Ukraine and be responsible for fulfilling the customers high expectations. You will be a part of the marketing and sales team towards RMOA's accounts.

You will be responsible for: Marketing and sales activities towards our customers. Create and maintain market plans. Together with RMOA's home organization prepare and negotiate offers and contracts. Be responsible for budget and forecast and for meeting/exceeding sales objectives. Establish long-term partnerships towards our customers to ensure excellent customer satisfaction.

You will be involved throughout the whole sales process starting with the initial sales activities and tender preparations to contract negotiations and our extensive service offering. You will be working in a stimulating small core-3 environment and have close contact with the RMOA home organization.

You have completed a university degree (B.Sc., M.Sc. or similar) and should have at least 5 years of working experience, preferable from international system sales.

You have a good knowledge of cellular communications and at least 2 years of working experience at Ericsson, ideally within D-AMPS or GSM. You should be business oriented, have the ability to build excellent relations with customers and drive for results.

Fluency in English is required. Working knowledge of the Russian language is a strong advantage.

Contact: Jan-Owe Palm, tel +46 8 40 42073, memoid ERA.ERAJAOP or Eddie Åhman, tel +46 8 40 42280, memoid ERA.ERAEDDI Application: Ericsson Radio Systems AB KI/ERA/AH/H Birgitta Stavenow, 164 80 STOCKHOLM

LM Ericsson International AB, Ukraine

LOCAL PRODUCT MANAGER

Are you a person motivated in using your technical support knowledge to assist the Local Company in Ukraine? - If so, you are a potential candidate for this position.

We are looking for Local Product Manager (LPM) who will work closely with the Customer,

the Customer Account managers and the Sales and Marketing people.

● As a LPM, you will be expected to perform tasks like: Analyze the technical sales support needs of the Local Company, according to the market situation and customers technical requirements. Technically assist the sales people in making offers to the customer. Support the Customer in resolving product related issues. Support the introduction of all suitable ERA processes and methods to the Local Company and the Customer. Support the introduction of all suitable ERA products to the Customer. Work closely with CUSTOMER ACCOUNTS and SALES & MARKETING for effective technical support to them. Do product planning and Product Life management for the market.

You have an engineering degree and three or more year's experience in technical support/product management in the cellular industry or equivalent experience. You are fluent in English. Knowledge of Russian will be an additional benefit.

You are self-motivated, ambitious, outgoing and interested in taking the challenge of being a real support to the Local Company and a valuable adviser for the RMOA commercial areas.

Can you meet the challenge? If yes, then contact us.

Contact: Nikos Katinakis, phone +46 8 40 43560, memoid ERA.ERANKAT Application: Ericsson Radio Systems AB KI/ERA/AH Annelie Gustafsson, 164 80 STOCKHOLM

Ericsson GMBH, Germany

EXPERIENCED FIREFIGHTERS, TROUBLE SHOOTERS, SUPPORT ENGINEERS & TESTERS, ON LOCAL/SHORT/LONG TERM CONTRACTS

We are key players in the new CME20 support structure. Join our international teams, come and work in a demanding environment with the latest functions on the fastest growing AXE application. We have a number of vacancies in various areas of our responsibility. We are looking for experienced personnel (3-10 years) who can participate in:

● FOA Firefighting. Application System Replacement development. Hot TR Troubleshooting. Package production. Emergency correction production. Correction testing. Technical consultancy. AC-A testing. Global support co-ordination. CN-A testing. Function testing. Deskchecking.

Come and develop your skills further here with us. We are regarded as the primary competence centre for CME20 HLR/MSC support. We work closely with all worldwide CME20 support organizations, with the most demanding operators at network/system/function level. We tackle the high impact problems that affect the worldwide Switching System. We work closely with Design organizations to fix faults and test and implement new functions.

Opportunities for personal and technical development are outstanding, also are the opportunities for worldwide contact networking. Watch yourself make a global impact with your efforts. Get more info on us from our homepage: <http://www.eed.ericsson.se/services/eed-x-sl/>

Applicants should be educated to degree level or equivalent and should demonstrate a solid AXE background and a determination to tackle problems and meet new challenges. An open minded and flexible attitude and the ability to work well in a team environment are important personal qualities. As a support engineer you should also show good written and verbal communications skills.

Contact latest 980509: Human Resources Simon Seebass, Memo: EED.EEDSIMS, Dial +49 2407 575 163 or Section Manager EED/X/SLC Thomas Busch Memo: EED.EEDTHB, Dial +49 2407 575 178

Ericsson Transport & Cable Networks (BU/ETL), Horsham, UK

ASSISTANT BUSINESS CONTROLLER - TRANSPORT MARKETING

We are looking for a flexible and motivated person to join our team in Horsham. This role is an excellent opportunity to develop your skills and knowledge within a busy Finance Department.

● Main Duties: To co-ordinate and report ETX part of budget, estimates and actuals. Analysis and commentary on the above reports. Special responsibility for co-ordinating system maintenance. Report from a financial perspective on the Business Unit's marketing transport operations, involving feedback and close interaction with the Marketing and Operations depart-

ments. Take a proactive part in the transfer of knowledge / competence to local employees within the Finance Department.

Qualifications: Fluent communications skills in English and Swedish. Hard-working with the ability to work under pressure. Able to take on and enjoy responsibility. In-depth experience of ETX financial systems. You will have worked with marketing-related issues and possess an excellent working knowledge of Ericsson consolidated accounting. You will have established an extensive network of contacts within the BN Finance organisation in Sweden. Essentially educated to a higher education standard.

Contact: Mats Thuresson, phone + 44 1483 277505, ETL.ETLTHUR Application: Peter Sheppard, HR Manager. Phone + 44 1483 277566, ETL.ETLPRSD

Ericsson Radio, Spain

SENIOR PRODUCTION TEST ENGINEER

We are looking for a Test Engineer to work in Ericsson Radio- Indelec Division in Bilbao (North of Spain). Our main business is Radio in the Local Loop products for GSM, DAMPS, NMT and systems, designed in our R&D center in Bilbao. We also manufacture some other BR and BT products. The company is located in a nice countryside area close to Bilbao.

● The position involves the design of the production test systems at board level, final test and exhaustive climatic tests (level 2). The systems are designed to test Radio in the Local Loop terminals (GSM 800/1800, DAMPS 800/1800 and NMT), GSM terminals for especial applications and some parts of the GSM RBS2000 base stations. They are designed for high production, this means that has to be reliable and fast. The actual test team is young and highly qualified, a very interesting group to work with. We are using the most advanced test technics and tools.

REQUIREMENTS: Radio engineer or similar. Experience on developing test systems. C++ programming under Windows environments. Measurement technics. Basic knowledge about the air interface in cellular systems (GSM or DAMPS). Basic knowledge about radio and low frequency hardware, at block level. Spanish language it is not needed (but english yes).

Contact: Gorka Martinez. Phone +34 4 4858054. Memo: INE.INEGMAR. Ericsson Radio, Parque Tecnológico 108, E-48170 Zamudio, Bizkaia. Spain.

Ericsson Telecomunicações Lda, Portugal - SEP

NEW OPPORTUNITIES IN PORTUGAL

Ericsson Telecomunicações in Portugal is supplier to all three GSM operators, both GSM 900 and 1800. Portugal had the highest GSM penetration increase in 1997 within Western Europe and therefore we are growing fast with a need to fill positions in the following areas.

FSC MANAGER

● We are looking for a Manager with at least 4 years FSC experience and good knowledge in leadership. The ideal candidate shall be customer oriented, good team spirit and proven capabilities in transfer knowledge to the local staff.

Contact: Kjell Pettersson, memo: SEP.SEPKPE

RADIO NETWORK PLANNER

● Tasks are related to complete responsibility for Cell planning and Optimization for an operator, but also to work with swapping out other suppliers BTS's. Requested experience is minimum 2 years of Cell planning or Optimization, preferable both areas.

Contact: Kjell Pettersson, memo: SEP.SEPKPE

INSTALLATION ENGINEER, AXE

● A-pack specification, C-module production, site surveys, methods and process improvements and competence transfer to local personnel.

Contact: Conny Andersson, memo: SEP.SEP-CAND

DATA TRANSCRIPT

● Collection of exchange requirements, I-module production, methods and process improvements and competence transfer to local personnel. Knowledge of GSM is required, MIN is an advantage.

Contact: Conny Andersson, memo: SEP.SEP-CAND

TESTLEADERS INSTALLATION TEST, AXE

● Test planning, testing of extensions and new switches, acceptance test with customer, methods and process improvements and competence transfer to local personnel. Knowledge of GSM required, MIN and other third party products an advantage.

Contact: Conny Andersson, memo: SEP.SEP-CAND Application: SEP.SEPUBA, fax +351 1 4249366, Att. Ulla Baginha Ericsson Telecomunicações Lda Rua da Barruncheira, 4 2795 Carnaxide PORTUGAL

Ericsson Radio Systems AB, Kista

MANAGER - CMS8800 PRODUCT MANAGEMENT, SYSTEM CORE

Cellular Systems - American Standards is one of the fastest growing business units within Ericsson Radio Systems. We are the market leader for cellular telephone systems and services based on D-AMPS/AMPS. Today, over 50% of the world's cellular subscribers are served by D-AMPS/AMPS systems. To further strengthen our product management department, we are now creating a new function within product management to handle System Core issues.

● Your responsibility will be to build, manage and develop the CMS8800 Product Management - System Core unit within CMS 8800. The unit will consist of around 8 persons and be responsible for strategic product management and sales support. The products included in System Core is mainly AMC, Application Modularity, Adjunct Processor, DMH/Charging, STS, Echo Cancellers and Transcoders.

Your organization will be responsible to define new solutions and products within System Core, work out business cases to influence the development of any needed new products, and enhancements to existing products, make customer presentations and support product introduction of new solutions and products.

The ideal candidate has a M.Sc. or B.Sc. in CS or EE and experience with switching technology. Fluency in English is required, Spanish or Portuguese a plus. You have good co-operation and leadership capabilities and initiative, you are result and customer focused.

Contact: Tomas Dahlberg, phone +46 8 757 25 46, memoid: ERA.ERATODG Application: Ericsson Radio Systems AB, AH Anette Spångberg, 164 80 Stockholm

Ericsson Radio Access AB, Kista

MANAGER SOFTWARE DESIGN

The business segment RBS - Radio Base Stations - develops and manufactures various types of base station products for a number of different cellular mobile telephony systems. High performance and cost effective design are some of our distinctive features on this rapidly growing market. RBS is a decision making, result focused unit, characterised by flexibility in an international environment. New radio design technique such as wideband, multi channel and multi standard techniques, using fast DSP's, will very soon change the architecture of the RBS making it more generic and more cost effective.

Our R&D organisation RSA/BIU (app. 100 people) which successfully has developed high quality, cost effective radio base stations since the mid 1980's, is now taking a new step into tomorrow's technology.

● We are looking for a new manager responsible for the software design unit, today around 15 people. You will report to the R&D manager and be part of the R&D managing team. You should have long experience of mobile systems, project management, integration or SW/HW radio design. You should be a good leader of the unit, enjoy fast results with high quality and fluent in written and spoken English. You should have a Master Degree or similar education.

Contact: Eric Sandberg, R&D Manager, phone +46 8 757 1730 or Anna-Greta Eriksson, Human Resources, phone +46 8 40 45369 Application: Ericsson Radio Access AB RSA/HPS Pia Bolmgren Box 11, SE-164 93 STOCKHOLM e-mail: pia.bolmgren@rsa.ericsson.se

Ericsson Radio Systems AB, Kista

CONTROLLER

The RMOG market in China has increased substantially over the last years both in size and

complexity and a suitable organisation is therefore implemented both in Sweden and in China. We have a vacancy in the home organisation for a controller for all Joint Venture (JV) related issues. The unit is a small competent group of people responsible for all issues related to this important investment. The main activities for the group is factory proposals for new activities, negotiations with partners, contact and support to the JV's, business plans and company strategy discussions, deliveries of required material and transfer of technology.

● The main activities for the controller is financial analysis for the JV's, planning and control, participate in budget estimates, periodical closing and material calculations. Give assistance in negotiations with JV-partners and follow up the financial part of the Joint Venture Contracts. As the issues involved are covering the full spectrum of our business activities.

We are looking for a person, preferably with Ericsson knowledge, with experience from several of the involved functional areas. We believe you are goal oriented, analytical person who takes initiative and have good social skills. For the position you need to have a degree in business Administration or equivalent education and some years of relevant experience. Fluent in English is a must. The Position will involve some travelling to China.

Contact: Conny Thörnqvist, tel +46 8 404 2714 Application: Ericsson Radio Systems AB KI/ERA/LDH Britt Gustafsson, 164 80 STOCKHOLM

Ericsson (China) Company Ltd, Infocom Systems, Stockholm Representative Office, Sweden.

ASSISTANT ACCOUNT/MARKET MANAGER

● We need to strengthen our team with a commercially and technically oriented person that primarily will assist the account manager for the local companies with pricing and product control of Public Network's products in China, Hong Kong and Macao. The position will deal with analysis and recommendation of market prices and inter-company transfer prices for new and established products. You will also deal with new product introduction in the market with emphasis on logistics, support and ensuring that our local companies in China can handle them in a profitable manner, through out the product's life cycle. Applicants are expected to have experience from pricing and product handling.

More info. on the unit @ <http://pn2.ericsson.se/etcd/xu/>

Contact: Jan Hellgren +46 8 719 1870 General Manager or Danny Yip +46 8 681 3506 Account Manager Local Companies or Ann Jingkev +46 8 719 3404 Human Resource Manager

Ericsson Messaging Systems (EMX), Woodbury, New York

Ericsson Messaging Systems (EMX), head office in Woodbury, New York designs, develops and manufactures MXE - Messaging Applications Platform for mobile and fixed networks, providing value added messaging services such as Voice Mail, Fax Mail, Short Message Services and E-mail.

TECHNICAL MANAGER

● We are looking for a person that is prepared to take on new challenges and wants to be a part of a small dynamic team in an inspiring environment with opportunity to broaden the scope of responsibility. While being a part of, and taking advantage of the Ericsson infrastructure, you will be working in a small company environment with the possibility to influence the future.

This position is located at ERA/BR/MX in Kista, which is the EMX regional office for Europe, the Middle East and Africa where we are around 15 people working close together. The Technical Manager is the member of our "Core Team" responsible for providing our markets with technical competence. That includes having technical discussions with the customer, do product presentations, prepare technical specifications for quotations and produce technical documentation's, all prepared in close teamwork.

In addition you will be the interface to our global Product management group in New York defining product requirements needed for successful business within the region. This means that you will do some travel both within the region and to New York.

As a person, you enjoy working with people from other cultures and have the ability to communicate over the borders.

You have a MSc or BSc degree in engineering with long experience from the telecom industry. Naturally you have excellent communi-

cation skills and are fluent in the English language.

Contact: Leif Gebelius at +46 8 404 7557 or Memo ERA.ERALGEB. Application: Ericsson Radio Systems AB ERA/FHS Anette Norberg, 164 80 STOCKHOLM

Ericsson Software Technology AB - Ronneby

OPERATIONAL PRODUCT MANAGER BGW

Billing Gateway (BGW) is a product from Ericsson Software Technology. BGW is chosen as the standard product for GSM, NMT, TACS, Fixed Public and Datacom networks. BGW is currently installed at 21 operators all around the world including countries in Europe, North & South America, Africa, Asia and Oceanien.

● We now need to strengthen our product management team, which supports Ericsson local companies with technical sales support, presentations, demonstrations, marketing and requirement handling for coming versions of our product. As BGW OPM will you also participate in strategy discussions concerning Billing Gateway and the future of how Ericsson handles charging information.

This position includes travels, meeting with customers, Ericsson local product managers, and our partners within Ericsson. You are social, flexible, easy to deal with and you hang in there once things gets going.

Contact: Mikael Roos mikael.roos@epk.ericsson.se +46 708 395 522 Application: Ericsson Software Technology AB Human Resources Box 518 371 23 KARLSKRONA For more information about Ericsson Software Technology: www.ericsson.se/SE/epk/

Ericsson Radio Systems AB, Kista Wireless
Datacom Marketing and Sales

We are a unit within Ericsson Radio Systems responsible for the marketing and technical support of our complete GSM Data product and service portfolio. Co-operating with other instances, we handle GSM standard solutions such as High Speed Data and Packet Radio as well as other solutions such the WISE? (Wireless Internet Solutions) program. GSM Data is creating totally new business opportunities for the mobile operators. This rapidly expanding area is motivating us to strengthen our market efforts within our department.

● We need to expand with one Product Marketer and one Sales Manager in order to support our local companies around the world sell our existing and new products. Are you ready to tackle the challenge of building up strategies, producing market messages and supporting our international local companies in selling advanced data and value-added services?

You are an achiever with an entrepreneurial spirit, and possess an excellent sense for business and marketing. You have the drive, creativity, and perseverance necessary in order to convey to our customers the great potential that our products represent!

We expect that you have an engineering college degree, preferably complemented with Business or Economics studies. You should have a broad IT experience and/or competence. A very good knowledge of written and spoken English is expected and further language skills are advantageous. The nature of this position entails many customer meetings and thus, certain availability for shorter travel periods abroad.

PRODUCT MARKETING

● As a Product Marketer you will be assigned the responsibility of both internal and external marketing of our GSM Data solutions. You are supposed to handle issues related to both the datacom business impacts and the Ericsson complete wireless data product portfolio.

You would be dedicated to marketing activities that span over the following: Customer presentations all over the world for all levels within the customer's organisation. Representing Ericsson at exhibitions and large events (chairman, speakers,-) internal presentations (Business Units, Local Companies, training, -) Content responsibility towards production of marketing material in terms of OH-presentations, marketing messages Working with marketing communication producing brochures, CD-ROMs, web pages, articles, journalist interviews, Interactive Presentations (IP), advertisement campaigns, etc. Transferring competence, understanding, and knowledge within the area of wireless data market and products to the Business Units and Local Companies.

SALES MANAGEMENT

● As a Wireless Data Sales Manager you will be assigned the responsibility of establishing a professional sales process for our GSM Data

products. You will be involved in our tendering / offering activities and pro-actively sell our data solutions towards our local companies and customers. You would also be involved in business and strategy development within the area of datacom services. Further, you would work with sales packaging such as producing Marketing Guides, Pricing Strategies, communication material, etc.

You would be dedicated to sales activities that span over the following: Expert negotiation (both commercial and technical) for all ranges within wireless data. Set-up of datacom strategies (FMC, ISP, WISP, Service provisioning, -). Business development (e-commerce -). Co-operation with our Strategical Product Managers in terms of strategies, pricing, product launches, etc.

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Ericsson Radio Systems AB, Sundbyberg

SATELLITE COMMUNICATION - NEW OPPORTUNITIES

To be able to support and provide the satellite operators with a total satellite system we are working closely with several satellite companies. A satellite system can be global or regional. The satellite "footprint" for one of our regional projects, Thuraya, covers 49 countries. The first phase for Thuraya includes Apr. 6-7 gateways. The implementation schedule for Thuraya is 36 months.

During this time we will support our partner in the US and of course the satellite operator in UAE, work on the development of new satellite features within CME 20 and co-ordinate this with our local companies. Ericsson's role is to provide MSC/VLR/HLR/AUC and the GSM product portfolio.

CUSTOMER PROJECT MANAGER

● As a customer Project Manager you will define and run satellite projects. You will be responsible for planning, follow-up and finishing all activities to fulfil the contract and budget in accordance with the customers and our own expectations.

You should possess qualifications that make it easy for you to motivate, inspire and guide the project and to create synergism in the team. You are experienced and recognised as leader but would not hesitate to take active part wherever needed.

The job includes a large number of travel in the contact with the customers and suppliers.

TECHNICAL MANAGER

● As Technical Manager you will provide our customer with technical competence. That includes technical discussions with the customer, product presentations, be responsible for preparation of technical specifications and production of technical documentation, all in close teamwork with our marketing and sales organisation.

For both positions we need persons who's profile shows that they are outgoing, independent and self-motivated with strong interpersonal and communication skills. They should have a university degree, preferably M. Sc. or similar. Good written and oral skills in English. It's a strong plus if they have experience in tender preparations.

Contact: Catharina Jedberger, tel +46 8 404 4464 Memo: ERAC.ERACAJE or Göte Hedblom, Human Resources, tel +46 8 585 31479 Memo: ERAC.ERAGGHE Ansökan: Ericsson Radio Systems AB SG/ERA/LP/HA Siw-Britt Johansson, 164 80 STOCKHOLM

Ericsson Radio Systems AB, Business Management
unit, Europe and Africa, RMOG, Kista

MARKET SUPPLY MANAGER - SUPPLY MANAGEMENT OFFICE

The Supply Management Office (ERA/LG/ PM) is a support function for the Business Management Unit, Europe and Africa (ERA/LG). Our mission is to plan and support the introduction of new Products/ Services fulfilling the commercial requirements specified by the Business Management Unit.

● Your main responsibilities as a Market Supply Manager will be: Product Market Introduction within the Area. Support the Business Manager and KAM organisations i supply related matters. Participation in Supply Management boards.

As a Market Supply Manager you will work closely with the Business Manager at ERA and the KAM organisations at our (M)LCs. You will also work close to the product units and the regional supply offices.

As a person you have good social skills, a good driving ability and an open leadership

style. Preferably you should have experience from working at a (M)LC as Product Manager or Project Manager within the customer Supply / Support flow. Documented Technical / commercial understanding, presentation skills and highly developed skills in English, both spoken and written, are prerequisites.

We offer you a cross RMOG working environment close to our markets.

Contact: Johan Gunell, tel +46 8 40 42371, me-moid ERAC.ERAJOLL or Oskar Hagberg, tel +46 8 40 45094, memoid ERAC.ERAOSHA Application: Ericsson Radio Systems AB KI/ERA/LGHS Ingela Vikenfolk, 164 80 STOCKHOLM

Ericsson Radio Systems AB, Kista

PRODUCT MANAGER - RBS DELIVERIES AND INSTALLATION

Business Unit Cellular Systems - American Standards (RMOA) offers products for cellular and PCS networks in the 800 and 1900 MHz frequency bands based on the digital D-AMPS standard. Our products are successfully being used globally.

● As Product Manager for RBS Deliveries and Installation you will work close together with the rest of the group with the complete RBS product portfolio. Your main focus will be on shorten the lead-time from customer order to delivered, installed and accepted RBS products on site, this with high quality and high delivery precision.

The work will include making sure that the RBS products, i.e. product structure, documentation, installation etc., supports this. You will initiate and coach activities for changes of existing RBS products and participate in the definition of new RBS product with short lead time and high quality as your main responsibility. You will also be involved in defining and performing measurements of lead-time and quality regarding the RBS products. The work includes a lot of contacts with different parts of our organization such as design, supply, logistics, production units and LC/MLCs. The work will require some travelling.

Requirements: A practical view of handling of products, good communication skills and a lot of drive and initiative. Knowledge of logistics and experience of quality assurance in the logistical flow or Just In Time delivery is an advantage.

Contact: Jan-Erik Thillberg, memo ERA.ERA-JETH, phone +46 8 757 19 81. Application: Ericsson Radio Systems AB, AH/H Anette Spångberg, 164 80 Stockholm

Ericsson Radio Systems AB, Kista

COMPETITOR ANALYST, RBS PRODUCTS

Business Unit Cellular Systems - American Standards (RMOA) offers products for cellular and PCS networks in the 800 and 1900 MHz frequency bands based on the digital D-AMPS standard. Our products are successfully being used globally.

● As our competitor analyst you will support the department with in depth analysis of both hardware and features of our competitor's RBS products. The analysis will also include a business part with estimations of the product cost and the amount of R&D that went into the products. You will also examine and predict our competitors' product strategies and objectives. The material will be presented in a quarterly competitor update and be included in our ESP work. The position also requires international contacts and some traveling.

Requirements: In depth RBS knowledge, good communication skills, fluency in English, extrovert and innovative personality.

Contact: Catharina Lundin Phone +46 8 757 58 36 Application: Ericsson Radio Systems AB AH/H Anette Spångberg, 164 80 Stockholm

Ericsson Radio Systems AB, Cellular Systems
American Standard, Kista

RF ENGINEERS

● We are looking for RF engineers to our Cellplanning & Optimization department in Kista. The department has the global responsibility for Radio Network Design of AMPS/D-AMPS systems.

You will be working with cellular networks, in close co-operation with our customers and Ericsson colleagues from Project Management and Marketing & Sales all over the world.

The work is very independent but also demanding and involves quite a few business trips all over the globe, very often with short notice. We want you to be creative and to find solu-

tions where others find problems. You have the interest and humility that is needed when working with people from other cultures. Our customers have high expectations when it comes to quality but also when it comes to our ability to meet deadlines.

The ideal candidate has a M.Sc or B.Sc in electrical engineering and experience with cellplanning and optimization of mobile networks preferably from cellular operators. Fluency in English is required, Spanish or Portuguese is a plus.

Contact: Torbjörn Beite, phone +46 8 4049574 Application: Ericsson Radio Systems AB KI/ERA/AH Tom Larsson SE-164 80 STOCKHOLM

Telefonaktiebolaget LM Ericsson, Standards and
Regulations

INTERNATIONAL COORDINATOR

The environment This corporate unit performs Ericsson Standard & Regulations activities in co-operation with and on behalf of all Ericsson Business Areas and Business/Core Units. The purpose is to facilitate and support a consistent and effective handling within Ericsson, and externally, of matters concerning Standards and Regulations.

The task is to stimulate, manage, and support internal and external co-operation and activities. A number of Ericsson-internal networks are managed to assist in building Ericsson positions and engagement in important areas.

There are European, Latin American, US and Asia-Pacific networks. The unit also represents Ericsson in various external standardisation fora. An overview of the Ericsson activities in the area can be found at: http://standards.lme.ericsson.sellme_dtulmedtu.htm

● The position: We are looking for a younger person to complement our current team. Initial tasks will include taking responsibility for our "Infobase" and contributing to our support to Ericsson Business Areas/Units. The exact composition of tasks will depend on the interests and qualifications of the applicant. The position offers excellent opportunities for growth both in complexity of tasks and in responsibility. You will report to our Area manager responsible for Europe and the Infobase.

Qualifications: General interests in broad ICT (Information and Communication Technologies) issues: politics, markets, technology. Good working knowledge (written and spoken) of English. Capability to progress tasks in a pro-active manner without detailed guidance. Some travel will be required

Contact: Tom Lindström, LME/DTU, tel. +46 8 7195338, email: tom.lindstrom@lme.ericsson.se or Björn Troili, LME/DTU, tel. +46 8 7190906, email: bjorn.troili@lme.ericsson.se Application: Mats Bjerlöv, Telefon AB LM Ericsson, HF/LME/P, 126 25 Stockholm

Ericsson Radio Systems AB, Sundbyberg

PRODUCT MANAGER

Fixed Radio Access is a new business unit (RWLL) within Mobile Systems (BR). We are responsible for access solutions which connect subscribers to the fixed network via radio. The market of radio access is growing at an ever increasing pace. Ericsson is the world leader in this field.

Product management is responsible for the profitability of our systems, the release plans and product programs, i.e. Time To Market. We initiate pre studies, feasibility studies and produces business cases and have the total responsibility for the systems.

● As product manager you will work with the systems of today, as well as the next generation radio access systems, you will analyse the future demands from the market, technical possibilities and our existing customers requirements.

You will transform this to requirements on our systems, to make them competitive and profitable.

You will also work with our systems manufacturing costs and pricing issues. Thus supervise the actual manufacturing costs, initiate improvements and prepare the pricing structure for our systems.

As a candidate a MSc EE and experience from product management or system management is preferable.

You have to be open minded, a man of action and full of initiatives. You must have good analytic skills and have a feeling for order. Furthermore you must be careful and show perseverance.

Contact: Peter Brokmar +46 8 764 04 08 Application marked Product manager YA: Ericsson Radio Systems AB Anna Sandström / Human Resources 164 80 Stockholm anna.sandstrom@era.ericsson.se

contact

Ericsson, HF/LME/I, Room 811023, S-126 25 Stockholm

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Is the mobile telephone becoming a public nuisance? Or is there only a certain degree of maturity required to use the phone more prudently?

Contact spoke with Magdalena Ribbing, a columnist at one of Sweden's largest daily newspapers, and a person with extensive knowledge in the subject of etiquette.

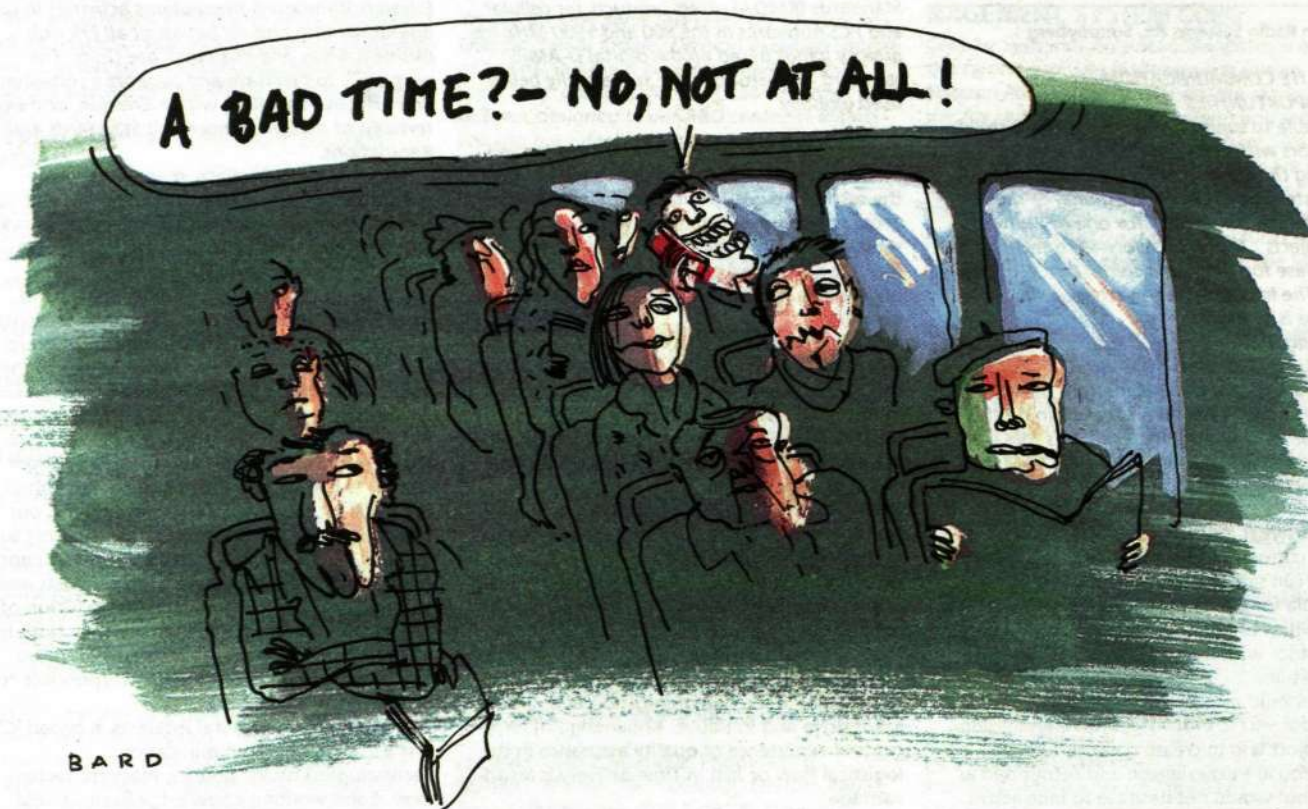


Illustration: MAGNUS BARD

Minding ones manners

She doesn't mince her words when the mobile telephone comes into the conversation. "It interferes far too much on the personal plane."

Magdalena Ribbing has researched and focused her interest on the subject of etiquette for many years, and she can provide answers to most questions about table manners, clothing etiquette and good manners in general. Standard reference works on the subject include her own published work, *The New Book on Etiquette*. The latest edition contains a chapter on how people should, and should not, use their mobile telephones. Among other tidbits, Ms. Ribbing suggests:

"People who have mobile telephones – and their numbers are increasing – have a tendency to treat this little piece of property like a spoiled pet; the telephones receive far too much attention, they are allowed to interrupt conversations anytime and anywhere, are always placed in the center of everything and are never told to be quiet."

She believes the mobile telephone is given too much "space" in social activities with other people. In meetings, at social

gatherings or other situations that require a spiritual presence, she believes the mobile should take a back seat.

Of course it is not particularly interesting to know what the man or woman on the other bus is having for dinner. It's also tedious to hold a conversation with a person who is talking on a hands-free phone at the same time. But why is it so annoying to hear a mobile telephone conversation conducted in public? Wouldn't it be just as easy to simply not listen?

Absence of mumbling

"It's like throwing a ball against a wall, instead of throwing it to another person. When two people talk to each other in public, a sort of mumbling arises. I think it's the absence of the mumble effect that I find so disturbing."

Magdalena Ribbing naturally agrees the mobile telephone is a very helpful device that, when used properly, is an excellent communications tool. She also believes, however, that things will start to change in the near future.

"I don't think it will take too much longer for people to learn to use their mobile telephones in a manner that does not command undue reverence in our everyday lifestyles."

On the contrary, she believes the pendulum will start to swing the other way. The day will come when status is no

longer attached to 24-hour availability via mobile telephones. It involves an acceptance of new social phenomena, which also requires some reservations. As for mobile telephones, Magdalena Ribbing believes acceptance by society is constantly increasing, but incumbent reservations are still sorely lacking. Bo Albertson, information manager of the Mobile Telephones and Terminals business area, does not think Ericsson has the right to moralize on the subject. It's up to each and every individual user and persons responsible for environments in which mobile telephones are considered a disturbance to establish certain ground rules.

"However, we do believe users should be more sensitive and considerate in how and where they talk on their mobile telephones," Mr. Albertson says.

Users can whisper

With today's modern technology, users can even whisper in public and their words are heard over mobile telephones.

"In the campaign 'Make Yourself Heard,' we encourage people to communicate, to speak with each other, express their feelings and exchange logical thoughts regardless of time and space. The need to communicate is the main reason for our industry's dynamic growth," Bo Albertson concludes.

GISELA ZEIME

end line

Launched into cyberspace

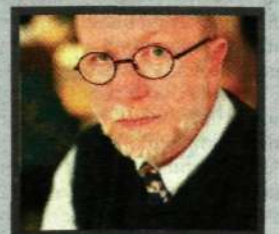
After just five minutes at my computer, I realized the editorial staff was entering a New Age. With high expectations, I logged onto the network this morning. Last night, computer experts from the real estate company upgraded our network. After a long series of maybe this and maybe that on the tedious question of computers, everything is finally starting to fall into place for the editorial staff. In the switching room, a so-called Catalyst from Cisco has replaced the "dumb" hub that used to process all connections in our part of the network. With built-in intelligence from California, the new exchange is able to process data traffic with greater reliability and bandwidth. We have been allocated 10-megabyte bandwidth for 96 clients linked to the Catalyst and 100 MB to communicate with other parts of the network.

If one thing is important to those of us working at the corporate editorial desk, it is functional communications, a computer that works. Naturally, we all refrained from work the night our network equipment was scheduled for replacement. It was time well-invested. Ghirmay and his colleagues from the real estate company did a fantastic job. Now our hopes are riding on the support team from Ericsson Data that will start our new NT server and take care of all necessary modifications in our PCs and Macs. We have also initiated several other activities with Ericsson Data to receive better support and increase our knowledge as users – among other features, we have accepted an offer to use personal coaches, or trainers, who will teach every member of the editorial staff how to work with Microsoft Outlook, the successor to Memo.

As thanks to the people at the real estate company who finally established better IT-footing for the editorial staff, I extend a very large bouquet of virtual flowers formed by readers of this column. A virtual bouquet, appropriately, in cyberspace.

Team spirit has started to pick up again at the editorial department, rising in parallel with Ericsson stock prices a few days before Easter. I have heard reports, in fact, that Ericsson's potential to implement future rationalization measures in the field of IT has been a strong factor in stock market expectations behind the surge of Ericsson shares. It might be a true assessment. Those of us working in the editorial department will confirm that a great deal of efficiency is lost when information technology becomes a bottleneck in everyday operations.

You don't exactly become a "web head" sitting at the terminal watching an hourglass, waiting to download an Internet page. It would be interesting to know many hours that hourglass cost Ericsson over the course of a year. And that's one more reason why I feel good about new expectations of much higher speed in the network.



LARS-GÖRAN HEDIN