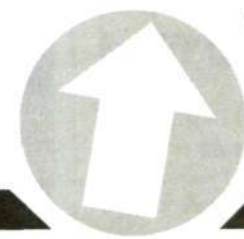


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Stockholm Oct. 16
Ericsson
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No. 15 · OCTOBER 22 1998



We are the soul of Ericsson! Ericsson in Lynchburg, Virginia is given the honor of representing the global company with its multitude of interactions between different cultures and ethnic groups.

Photo: Jack Radgowsky

Perspectives on Ericsson

The process of disseminating information on Ericsson's new strategies, leadership and organization has begun. Contact's reporters have travelled to several locations worldwide to lis-

ten to the thoughts and issues raised among employees with regard to the new Ericsson. Join us on an exciting journey in the New Telecoms World.

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NEWS

Forging the rapids

Ericsson CEO Sven-Christer Nilsson used the analogy of a rubber raft forging the rapids to describe how the new Ericsson will be run. Time for everyone to brush up on their paddling skills.

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Incentive pay explained

Contact's special theme issue on the new Ericsson contains an article on the new incentive pay scheme proposal that requires some clarification. Read the complete explanation inside.

2

Stock market pleased

The Ericsson share jumped on the Stockholm Stock Exchange after the press conference held on October 12. The new Ericsson and its bold growth objectives for the next few years were presented.

3

1,100 meet in Orlando

Orlando, Florida, hosted 1,100 Business Networks employees from 54 countries, who gathered there for a huge training project in preparation for the launch of Ericsson's new business solutions.

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VACANCIES

Continued high demand for technicians and marketing personnel.

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PORTRAIT

Meet psychologist Maria Tullberg, well-known and respected lecturer on women in management.

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The publication for Ericsson employees all over the world

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Layout

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Printed at

Nerikes Allehanda Tryck,
Örebro 1998

Advertising

Display AB,
phone + 46 90-17 79 50

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Living with change

No one is indifferent to change. Some people welcome the unknown, but most people react with fear. You can grit your teeth and wait for everything to return to normal, or learn to live with change – because continuous change is a fact of modern life.

Change permeates private life and working life. Stockmarket prices and interest rates rise and fall, politicians step down and their successors step in, new technology brings new opportunities and the workplace is a never-ending source of change – new routines to improve efficiency, new colleagues arriving and others disappearing, new supervisors and reorganizations. Major changes in the workplace create unease among both salaried staff and management.

"In all types of operations, restructuring causes some degree of anxiety," says Paul Moxnes, psychologist and professor of organizational psychology at the Norwegian School of Management in Oslo and the University College of Karlstad in Sweden. He believes that most people need a certain degree of structure at the workplace, a framework in which to place themselves and other people. People

want to be able to see the whole picture and understand their part in it. Loosening up that structure results in both creativity and anxiety among the employees.

New power base

People can be afraid to lose the position they have acquired or perhaps worry that their work situation will deteriorate. In the worst case, they might fear losing their job in the new organization. Others see a chance to obtain better circumstances from the change and react with higher motivation and energy. "The entire organization vibrates with a sense that a new power base is being created. Hopefully, from out of this chaos a structure bearing renewed energy and creativity will arise."

Reorganizations are an important management tool and a natural part of a company's development. In the future, they will take

place with increasing frequency.

"We are not living in a stable world, and change happens so quickly. It is therefore important to be secure in yourself," says Paul Moxnes. "It is impossible to tolerate anxiety if you do not feel security." Some people are naturally secure, through having a strong belief or a philosophy. For others, their family or friends are their life-buoy. It is also possible to learn to be more tolerant of anxiety by taking courses. "There are courses where participants deliberately expose themselves to anxiety-producing situations and practice their ability to tolerate and recognize the feeling."

Information is important

"Information also allays anxiety. All surveys I have conducted at workplaces show that a lack of information in the face of imminent change affects staff adversely. The



Paul Moxnes

reaction that occurs is very primitive – it is as if your mother and father are turning their backs on you. I see it happening in everyday situations I experience – for example, if I don't get an answer to an e-mail message, I become impatient, and eventually aggressive!"

People fantasize

When there is a lack of information, people begin to conceive their own ideas of how things will be after the change. Such fantasies can be dangerous since they cause staff to act in accordance with personal fantasies about reality.

"This is why staff-members' fantasies are more important for the company's performance than facts. A leader who is aware of and knows how to influence staff-members' fantasies can create an organizational paradise. This is from new research findings that I feel are very exciting," Paul Moxnes says, adding that people who have a rich inner life tend to be able to tolerate many setbacks.

Lena Widegren

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Incentive systems – some clarifications

In the Contact special issue on the management meeting in San Diego, we described an incentive system to be introduced throughout Ericsson. Unfortunately, the article contained some inaccuracies that need clarification. We deeply regret this occurrence. The important points that demand clarification are described below.

The decision to implement an extended system of incentive payments is corporate policy. This means that the corporate policy provides a framework for how incentive payments can be implemented around the world. With the corporate policy as the basis, local decisions are taken in each country as to if, and if so, how the corporate policy will be applied locally. It is always the manager that decides who will be included in the incentive system, following a discussion with the individual employee.

Incentive payments will not be

introduced progressively over the next year. This is because careful preparations are required, as well as continued development work on the details of the incentive system. An important milestone toward this end will be a major conference for the personnel managers from Ericsson's 100 largest companies to be held in London in November.

Which employees and groups of employees will be included in the new incentive system will be determined at the local level. The most important prerequisite is that the

operation in which the employee works is of such a nature that improved job performance increases Ericsson's profitability. In this way, incentive payments will be profitable for both the individual and the company.

- What proportion of the individual's salary will constitute an incentive payment will also be determined locally. The figures mentioned in Contact's special San Diego issue were the maximum levels for various groups. This was also clearly stated in the article. The incentive amount, as well as who should be included in the incentive system, are proposed by the local manager and approved by his or her immediate superior. Here, as elsewhere within Ericsson, the "grandfather

principle" applies, meaning that a manager two levels higher in the organization makes the final decision.

Lars Härenstam, who presented the concepts underlying the new incentive system at the management meeting in San Diego, also wishes to emphasize the strong link between incentive payments and the new methods for evaluating the performance of individuals and organizational units now being introduced.

"It's a question of setting very ambitious – and wide-ranging – goals for individuals and units. Depending on the specific goals and how they are achieved, an assessment will be made that will determine the incentive payment amount. Such assessments will be made twice a year," explains Lars.

CASTING OFF

Shooting the rapids is nothing new for Ericsson. As early as the beginning of the 1980s, members of corporate management were testing their paddling prowess up a creek in northern Sweden – in Jukkasjärvi, if my memory serves me right. But at that time, only a selected few of the management elite were invited to take the plunge. Today, everyone is onboard. With more than 100,000 paddlers, this should make it the biggest raft in the world!

Jokes aside, anyone who has witnessed the Stockholm Water Festival, with its Dragon Boat competition for companies, knows what Ericsson can achieve when afloat. If we can adopt just a fraction of the imagination, commitment, competitive spirit and good humor normally shown by our crews in that paddling contest, then our

Wild waters ahead

competitors will find this company a tough nut – apologies – a tough fleet – to crack!

In the couple of days that have passed since the new course to be steered by Ericsson was announced, I am inclined to believe that the prospects of a successful voyage down the river are extremely good.

In this issue of Contact, we are including reports about how Ericsson's new course is being received by colleagues in the areas we have visited. We have produced a larger magazine in order to include all of the reactions and to help initiate a dialog on the new strategies that must characterize Ericsson for many years to come.

To succeed with such substantial

cultural changes, and to change the behavior of each and every employee requires far more than simply directives and signals from above. It also requires that these directives and signals are understood correctly and taken the right way, so that they appear relevant and important.

You and I must feel that mentally we are joint owners in the new Ericsson. We must share the conviction that a formula has been found in terms of how the company can become even better.

I was personally very pleased to see how this conviction spread – not directly, but steadily and very powerfully – through all of the people attending the large management meeting recently in San

Diego. Imagine if we could all – just like the team from Lynchburg on the front page – rise up and give a standing ovation to the members of the new corporate management team and welcome them and these new ideas to Ericsson!



Lars-Göran Hedin

Lars-Göran Hedin

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Practical footnote: Don't miss our new Web site presentation. Contact's Web site is now called Contact Direct. News on the new Ericsson shown on this site is updated on a daily basis.



Ericsson's press conference on October 12 was well attended. Journalists and analysts from around the world were there to obtain more information about the new organization and, in particular, the company's new strategies.

Photo: Johan Jeppsson

Growth forecasts please stock market

A price rise of more than 20 percent – a total of SEK 54 billion in market value. This was the result of the information released to the public about Ericsson's new strategy, management and organization on October 12. A clear message that Ericsson is not considering issuing any profit warnings, that Ericsson is not losing market share for its mobile phones and about continued growth of at least 20 percent annually is believed to have triggered the strong positive reactions.

Chief Executive Officer Sven-Christer Nilsson's presentation of Ericsson's new strategy contained much about the third dimension which is now being described in analyzes of the future trends in telecom and datacom. Previously, discussions centered around convergence – the merging of these two segments. Now a third dimension is being added to this description – the great success enjoyed by mobile telephony and the future successes it will have in the market.

"Wireless access is an increasingly important force which will affect all areas of communications," was a statement in the material distributed at the press conference. In the future, the wireless world will stretch far beyond what is today's Ericsson mobile network. It will also involve such areas as wireless LAN (Local Area Network) in home and office environments and wireless Internet access."

Three dimensions

"The real winners will be companies that can integrate all three di-

mensions in its products and solutions. Within Ericsson, we are in a unique position to accomplish this," contended Sven-Christer Nilsson. Ericsson's product portfolio is being expanded with solutions and products which integrate Ericsson's know-how in the various key areas. For example, new IP routing technology is being incorporated in next-generation mobile systems and mobile technology is being added in solutions for local networks. Intelligent network services are already a component of the new mobile systems.

"Bluetooth and Symbian are two examples of pioneering projects which we initiated in these areas," said Sven-Christer Nilsson. He promised much more of such creative integration from Ericsson in the future.

Specified growth targets

In the past, Ericsson has been forced to accept increasingly heavy criticism for its supposed inadequate information to the stock market. Therefore, it was an impor-

tant indicator to the mass media that Ericsson is now beginning to speak more openly about its financial development. Sven-Christer Nilsson provided growth projections for all three new business segments – network operators and service providers, companies and consumers.

"The market for network operators and service providers is growing 15 percent annually. However, growth is higher in wireless telecom (20 percent) and fixed-wire datacom (25 percent). The growth rate of mobile data is much higher – about 80 percent annually," he reported.

Ericsson's goal is to achieve an annual growth of at least 20 percent within the operator segment. Within mobile telephony, Ericsson will defend its leading position and will also become the leader in mobile data. The goal for fixed-wire telephony is to be one of the three largest companies. The same target applies for fixed-wire datacom in real time, based on operator class IP.

The annual growth in the enterprise segment is 7 percent. But there are substantial growth possibilities within wireless voice and data. Accordingly, Ericsson is setting the target in the company segment at 10–15 percent. This will be secured through Ericsson establishing a position as one of the three largest companies in wireless voice

and data and by being one of the two largest in wireless voice in the office segment.

Growth in the consumer segment is 14 percent annually. Ericsson is also planning on growing faster than the market in this segment. This will be accomplished by focusing resources on mobile data, a market expected to grow by 29 percent annually. There are industry analysts who believe that mobile data will surpass the PC market in volumes within a few years. Ericsson intends to be one of the two largest players in the market for wireless voice and wireless data.

Stronger customer network

"These are ambitious growth levels, but we are fully determined to reach them," Sven-Christer Nilsson said. He contended that Ericsson's new organization model is an enormous asset in striving to achieve the goals. It ensures stronger contacts with customers, more rapid product development and delivery flow and clears the way for an entrepreneurial spirit.

"With this organization in place, we have gathered forces for not only for favorable growth but for more profitable growth in the years ahead," the CEO concluded.

Lars-Göran Hedin

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IN BRIEF

Mostly praise from the media

► Comments from the media following Ericsson's press conference on October 12 were mainly positive.

All of the newspapers noted that it is wireless communication and Internet which will give Ericsson a leading position in the telecommunications market of the future and that the company's goal is to grow by 20 percent annually.

Perhaps this information contributed to the 21 percent increase in share value, which increased Ericsson's market value by SEK 54 billion.

Clear information appreciated

► "Straightforward information from Ericsson. Doubts about the company dispelled," was the headline in Dagens Nyheter, Sweden's largest daily newspaper, the day after the press conference. At the same time, it pointed out that the press conference did not have much new to offer.

The business daily Dagens Industri also appreciated the clear information. "This was Sven-Christer Nilsson's best performance to date. The vision was clear, as was Ericsson's strategy. He was also clear when formulating Ericsson's strengths and weaknesses," was the newspaper's comment. However, they believed it would have been positive if Sven-Christer Nilsson had been able to present some new acquisitions of data communications companies.

Financial dailies skeptical

► Another business daily, Finanstidningen, remained skeptical as to whether Ericsson will be able to grow in the field of IP telephony. "Few believe that Ericsson has the required resources to be a power in IP telephony...Ericsson has, of course, acquired ACC in the U.S., but the question is whether that is enough," the newspaper wrote.

The Financial Times expressed similar views in its columns on October 9. The comments from that newspaper the day after the press conference were, however, more positive.

FT quoted Neil Barton, a telecom specialist with Merrill Lynch in London, who welcomed the company's investment in Internet products. "This is the strategy we have been seeking for over a year," he said.

"Time to take action"

► Although both the press and analysts welcomed the information given at the press conference, they have still adopted a wait-and-see policy. Ericsson must now prove itself.

"The information itself can be interpreted as a positive forecast," was the comment from Svenska Dagbladet, a major Swedish daily newspaper.

At the same time, expectations of the interim report to be published on October 22 are very high. "That is when we will see if the company has begun to report earnings for each business area as promised."

Svenska Dagbladet also pointed out that Ericsson has not been generous in releasing information.



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www.ericsson.se/modems



Huge sales course in Orlando

For an entire week – September 28 to October 3 – the Renaissance Orlando Resort hotel in Florida was converted into an Ericsson university called Learn 98.

Over 1,100 eager Enterprise Networks participants from 54 countries gathered to prepare themselves for the global launch of new Ericsson business solutions, to be unveiled in London on November 2.

The program consisted of approximately 150 lectures, providing both breadth and depth. It was one of the largest coordinated training efforts ever attempted within Ericsson. The 120 teachers, almost all from different fields, lectured about Enterprise Networks solution areas. Training was divided up into four main areas: marketing, sales, professional services and sales support. The emphasis was on presenting all of the foreseeable new customer solutions, as seen from the customer's perspective.

Change – no problem

"Change" was one of the simple, but important, key words that Director of Marketing Richard McHugh used when he opened Learn 98.

"Change is not a problem if one reacts quickly enough," said McHugh.

Harald Simons, Director of Marketing Communication, focused on the theme "Who you and Ericsson are."

"In our work, both the company's identity and your own are important. One of our most important tasks is to strengthen the Ericsson brand name."

"Ericsson's Enterprise Networks unit is growing faster than the market, and we are the industrial leader in the field," stated Lars Svensson, the business unit's acting manager.

He cited a number of successful ventures from many different countries, including several from the U.K., which is one of the leading countries in terms of solution sales.

Building networks

One of the year's largest orders, worth almost SEK 100 million, was recently secured in Moscow. It involves constructing an entire multimedia network that covers all 89 of Russia's telephone regions.

"Learn from each other, build networks, exchange experiences. At Learn 98 you'll have a chance to do that," encouraged Lars Svensson.

And the participants did just that, and there were many positive comments.

"For the first time, we have been able to participate, as a group, in both the factual content as well as overall visions and strategies. That generates understanding and context. As a salesperson, I will be more motivated," said one of the participants.

Thord Andersson

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Tight schedule no problem

Despite the short lead time – it was decided on June 23 to go ahead with Learn 98 – the conference was a big success. The educational program content was created in just seven working weeks, with help from employees throughout the international Enterprise Networks organization.

Some twenty nations contributed with lecturers. Education Manager Cecilia Anneroth, who was the project coordinator, was very satisfied.

"It would have taken a person almost six weeks to participate in all of the seminars and lectures that were offered. That gives an idea of the scope of the project."

Following each course segment, participants completed a self-administered test. For that purpose alone, 100 computers had to be brought to Orlando.

Despite the short lead time, everything worked perfectly, although Hurricane Georges did cause some delays when a transport plane was grounded for several days. The plane contained all of the materials for the "mini-CeBIT" with the latest version of a fully operational MD110, which was quickly set up in the lobby of the hotel when it arrived. The display made it possible for participants to test and learn about all of the new products being offered to customers.

Thord Andersson



The Renaissance Orlando Resort in Florida was converted into an Ericsson university for a whole week, with participants from 54 countries.

Enterprise Solutions builds necessary bridges

"Enterprise is the driving force!" said the manager of the new Enterprise Solutions business segment, Haijo Pietersma to the 1,100 participants at Learn 98 in Orlando, Florida.

The blonde "flying Dutchman" landed in Orlando after two and a half days in his new job, on his way to the manager meeting in San Diego.

"There is only one area in which we can build a bridge between the consumer and operator segments and that's within enterprise solutions," contends Haijo Pietersma.

"Focusing on Enterprise Solutions is in line with Ericsson's vision. The

key trends today are convergence and the total added-value chain. The commercial driving force behind convergence is within the company arena. We should drive the changes coming in IP and the vertical value chain.

"Based on combined resources – the large customer base, skills and know-how in the network field and

mobility – Ericsson is unbeatable, Pietersma contends.

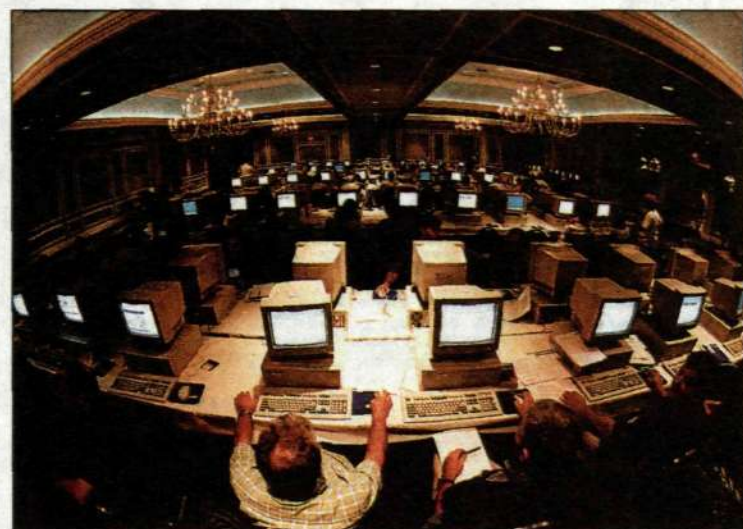
"The challenge is to reach the customer in other ways than is the case today – to create interactivity. Technology, communications and information processing are the instruments required."

Thord Andersson

HAIJO PIETERSMA

Haijo Pietersma, new head of the new business segment.

His first job at Ericsson was as a designer of business switches in Bollmora. October 13 exactly 20 years had past since he began at Ericsson. Most recently, he was head of the Public Networks business unit.



100 computers were flown into Orlando, allowing more than 10,000 self-administered tests to be conducted during the week.

Photo: Thord Andersson

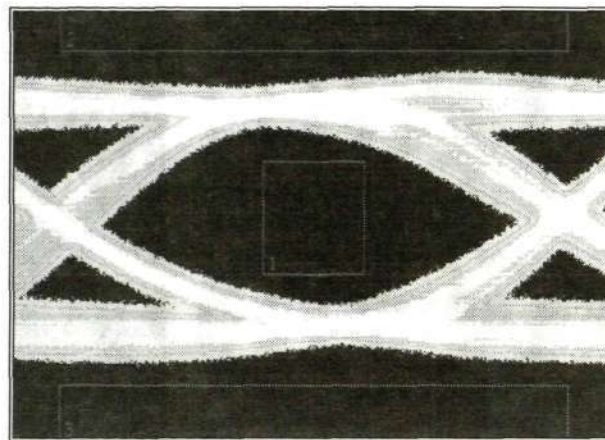
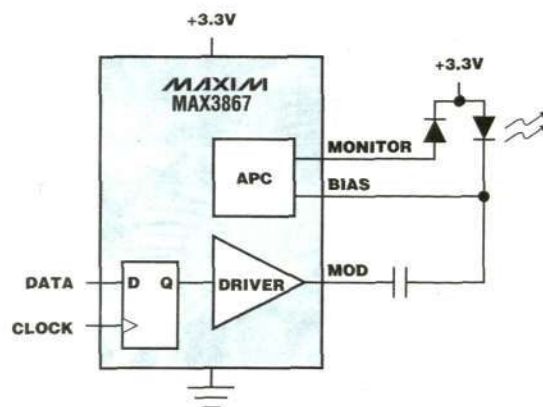
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Ericsson is buzzing with activity. Lively discussions are being held in every corner. The topic of choice is the new organization, the new management and the new strategies for Ericsson which are now becoming known. A growing number of Ericsson employees are now beginning to understand that the organization and strategies are not the only changes. The truth is that major demands for change are being placed on each of us. We must all change our behavior so that the new Ericsson will be better than the old. The outside world is no longer the same as the one we faced a few years ago.

How is the message about the changes facing the company and its employees being received? Contact has attempted to sound out the mood and opinions around Ericsson's world. Our reporters were on the scene when the internal information campaigns were started in order to capture the initial reactions. Follow along on a trip to some of Ericsson's workplaces - in São Paulo, Dallas, Hong Kong, Burgess Hill, Madrid, Istanbul and Stockholm.

Here, as well as at all the other workplaces within Ericsson, a new time is pending. A time filled with exciting challenges.

Lars-Göran Hedin, Corporate Editor

Ericsson's world buzzing with activity

pages 9-15



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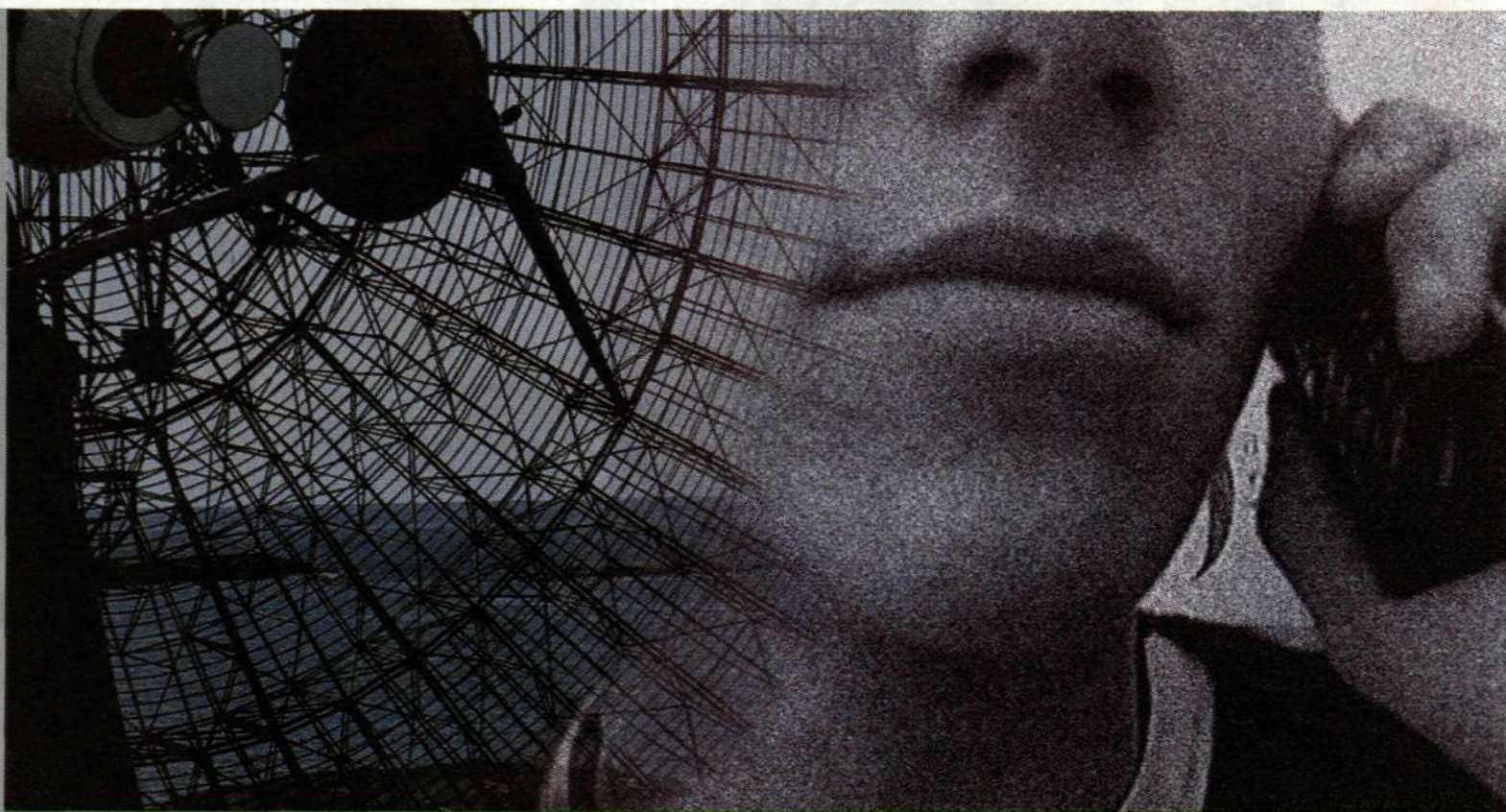
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"It makes the adrenaline flow"

A few days after the management meeting in San Diego, there were mixed feelings among the employees at Ericsson in Dallas: everything from "At last, it was about time" to "Was that all?" At the time of writing, local information meetings had not yet been held.

The new organization is the day's conversation topic. "Our unit has seen quite a lot of changes recently. At the moment, we are all satisfied with the way things work. I hope the new organization isn't going to change things which already work well," says Monna Cheramie, account coordinator for new customers at Mobile Systems at Ericsson in the U.S.

Ericsson's U.S. headquarters are in Dallas. Here, many employees are wondering where the new regional headquarters will be located and if it will mean that jobs will be moved away from Dallas.

Ambitious goals appreciated

People know about the San Diego meeting and most of them have been expecting positive news.

Tage Dahlqvist is one of the managers at Mobile Systems in the U.S. and he is very positive to the new ideas.

"I have been waiting for a long time to hear what Sven-Christer Nilsson would come up with. I appreciate the fact that the message is now aggressive and that the goals are drastic. It makes the adrenaline flow."

Tage Dahlqvist is not only positive, however.

"Perhaps the goals are too aggressive. Will Ericsson be able to grow 25 per cent per year? The machinery must be well-oiled in order to work and managing change has not been Ericsson's strong point."

Ericsson Data had deployed people at the meeting in San Diego to spread information on the intranet. Doug Lockwood and Lesa Perry are two of those who have worked hard to make sure that everything was ready for the press conference on October 12.

"Our organization is now much more customer-oriented. Previously, Ericsson has offered a large range of products and services without thinking about what the customer wants. Customers have had to speak to several different units to be able to get an overview. Now it looks like this will change," says Doug Lockwood.

Doug and his colleagues have some ideas about how information technology should be managed in the future. In the new organization,



Tage Dahlqvist



Doug Lockwood



Ericsson's head office in the U.S. is situated in Dallas. The reaction of the employees in Dallas to the new organization has been largely positive.

Photo: Pressens Bild

information technology matters do not have the same prominent, strategic role.

"Previously, we had some cooperation with Latin America. Now we can focus on North America. Furthermore, I hope that the new organization will give the customer a clearer picture. I am working on the production of web solutions and in that area it is evident that different parts of Ericsson have different images. Completely different messages are conveyed from the same company," says Lesa Perry at Ericsson Data in Dallas.

Speed in demand

Many employees in Dallas have come to the conclusion that Ericsson is going to grow in the U.S. Bo Dimert stated clearly at the San Diego meeting that this is the only way for things to go in the U.S. Ericsson is far from being as big as it should be in the North American market.

Stephanie Bregher from the Enterprise Networks business unit works both at Nacka Strand in Stockholm and at Ericsson in California. She is eager for the new organization to get started.

"I haven't been that impressed by the way in which Ericsson has worked with the organiza-



Lesa Perry

tion we have today. That is why it is excellent that the customers are being given priority right up to corporate management level. There were too many levels before."

"I really hope that the new organization will be implemented in its entirety before the end of the year. I know of so many good decisions made in the past which have taken far too long to carry out. I believe that expectations within Ericsson concerning the new organization are very high. We haven't the time to let changes continue into the first quarter of next year," says Stephanie Bregher.

One factor, which many have pointed out, is that most large reorganizations involve cuts in personnel. In this case, it is all about creating an organization which will help Ericsson grow. That is why expectations are so great.

High expectations

Erwin Leichtle is responsible for the customer MCI-Worldcom. He is more hesitant when it comes to the new organization.

"People haven't been given what they expected. The hopes of what would come out of the San Diego meeting were far too high," he believes.

Erwin and several of his colleagues are disap-



Stephanie Bregher

pointed at the composition of the new management team. Many people who have seen the new management group have drawn the cynical conclusion that a Swedish surname is what it requires to be considered for membership.

"Many employees have used intranet to find out what is going to happen. People are getting a little background information in preparation for the large personnel meetings to be held at the end of the week," says Melanie Capps, who is also involved with the MCI-Worldcom account at Ericsson in Dallas.

Largely positive reactions

The reaction of the employees in Dallas to the new organization has been largely positive. But many of them are waiting to see what sort of image Bo Dimert creates for himself. Bo became head of Ericsson in the U.S. after the summer and had not managed to make a name for himself before the reorganization came along.

Cautious optimism is a good summary of the mood in Dallas.



Erwin Leichtle

Patrik Lindén

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"The meeting in San Diego was excellent. Now we have a main structure, but I still have many questions," says Raimo Lindgren, manager of Ericsson in Spain.

When Contact met with him at the head office in Madrid, it was Tuesday and the first working day after the executive forum in California.

While Raimo Lindgren removes documents from his briefcase, he comments on the decisions taken in San Diego. Now that the Major Local Company concept is disappearing, he will be responsible for the Spanish market unit. This means that he will report to the manager of the market area for Europe, Africa and the Middle East, Jan Wäreby.



Raimo Lindgren

Raimo Lindgren is curious as to how this new structure will work in practice. Ericsson's customers in Spain do business outside Europe's borders, which makes it essential for Ericsson companies to cooperate over regional boundaries.

"If the regionalization leads to a reduction in the concentration of power to Sweden, then it is positive. However, this cannot lead to the regions becoming so rigid that we lose our broad network. With the Major Local Company concept, we were on our way to creating a number of platforms as springboards out into the world, but due to the lack of a clear-cut definition, the concept was never fulfilled as intended.

"Taking our global operators into consideration, a new network must be created across regional borders. We have a lot of homework to do before we have a complete structure. What we actually call ourselves is irrelevant. The decisive factor is how we treat our customers."

Raimo Lindgren considers the fact that someone from the corporate management team is located closer to Ericsson's customers to be a clear improvement. But he would have preferred to see the European region divided into two parts, with the EU countries and South America in one region due to the dominance of European operators in Latin America.

A move in the right direction

The most significant change in the new Ericsson organization is that the business areas have been removed and three business segments have been created in their place.

"This is a move in the right direction. Now we can utilize the synergies between fixed and mobile networks in an entirely different way. There are many savings to be had. We need to identify the skills available and eliminate the duplicate work that has been ongoing for a long time. Hopefully, the personnel force will remain intact, since we are aiming to grow by 20 percent annually."

Ericsson in Spain also faces a local reorganization that will take effect at year-end.

"It's nice to see how our plans coincide with the new corporate structure with a greater customer focus. IP also permeates all of the customer categories.

In San Diego, the importance of leadership characterized by greater trust from the organization was also discussed. "It's good that we are discussing this openly. Many problems arise for those of us located in one market working out a strategy, only to have to arm wrestle with Stockholm once a deal has gone through. It can't continue in this way. The 'not invented here' mentality must disappear."

Lena Widegren

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"Most important is how we treat our customers"



In Madrid, the new organization, and its focus on increased local influence, is welcomed.

Photo: Pressens Bild

"A strong focus on IP is needed"

In Madrid, the information about the new organization had not circulated throughout the organization on Tuesday (Oct. 13). An information meeting was scheduled for later in the week. Accordingly, the managers gathered to be interviewed by Contact were a bit wondering.

"We don't have much to say about the new organization as yet because we don't know the details," was the general comment.

Consequently, the interview was carried out as a forum to discuss several of the key topics on the agenda at the managers meeting: the new bonus system, leadership style based on trust and personal responsibility, merging of fixed and mobile telecom and the focus on IP.

"A strong message regarding IP is needed which should be drummed into the organization over a long period. The absence of someone from datacom and the IP area in the Cor-

porate Management Team is surprising," says Birgitta Pettersson-Viklund, responsible for the global IPS (Internet Professional Services) product line.

"The focus on IP is not sufficiently clear as yet," agrees José Manuel López Serrano, manager of unit within the company's R&D Center. He also thought that it will be interesting to see how the company succeeds in merging operations which until October 1 were known as Infocom Systems and Mobile Systems.

"We are under the same hat in the Network Operators business segment and will have to combine two different company cultures which previously competed for the same market. This will be a challenge. Prestige and departmentalization will have to be set aside."

The entire group welcomed the initiative for an improved bonus system, particularly that it

includes everyone. The concept forces a division into three personnel groups, which creates better possibilities to utilize bonuses.

"Finally, Ericsson is recognizing differences between groups. The position that everyone should be awarded equally has resulted in a washed out system. Of course, the new system places pressure on managers to establish reasonable and measurable goals," says Rosendo Urbán, customer manager for the GSM operator Airtel.

"With a forceful bonus system, we can seriously compete for the best talents on the market. The lack of such a tool has been a weakness at Ericsson," says Rosendo Urbán.

Other comments in Spain were that Sven-Christer Nilsson did not include anyone from Infocom in Corporate Management and women in executive positions were prominent in their absence.



Birgitta Pettersson-Viklund



José Manuel López Serrano



Rosendo Urbán



"This is exactly what is needed." That was one of the most common reactions among Ericsson employees in the UK, when the new Ericsson was presented following the big management meeting in San Diego. The British reaction is not in the least bit strange: solid customer orientation, a main component in Ericsson's new organization - is something employees at the local company in the UK are very familiar with.

"The changes I would have made"

A year ago, Ericsson in the UK carried out a large reorganization to make the company better equipped to accommodate and understand its customers. Had the parent company's reorganization proved to be only ripples on the surface, many Ericsson employees in the UK would have been disappointed.

"People have been expecting really far-reaching changes," says Lorraine Campbell, who works in the personnel department at Hørsholm.

"They are full of expectations and positive toward the changes," says Lorraine, just a few hours after the presentation of the new Ericsson.

When Contact called on Ericsson in the UK, the same day as the press conference in Stockholm, there were still many people who had not had the chance to acquaint themselves with the new organization. But Conor White, who works at the local design center, is one of those who has been following the webcast and reading information on the Web.

"My first reaction was that I, as a shareholder in Ericsson, at last got to see an increase in the share value. And as an employee, I like the fact that the company appears to have high ambitions. There is a belief in positive growth and a desire to be number one. Even if not all of these goals are accomplished, profits will be favorable anyway because the goals are so ambitious," says Conor White, who works at the local design center at Ericsson in the UK.

"Of course, I am curious about the details concerning the organization of research and development. I am hoping that there will be greater objectivity in evaluating the types of research and development to be done. At the moment, it is often up to the individual local companies to decide," says Conor White, who works at the local design center at Ericsson's local company in the UK, says Conor White.

A mature market

The UK is a mature market. Market deregulation occurred early on and now that large investments in the infrastructure have been completed, Ericsson is forced to find new business opportunities to replace the old ones. In order to meet these new demands, last year's reorganization brought the formation of customer divisions, for example, one for BT and one for Vodafone.

A number of common service functions were also established, such as for supply, operations and design.

Nils Grimsmo, head of Ericsson in Great Britain, says that prior to the meeting in San Diego units in the UK had already carried out 75 percent of the changes decided.

Martin Kirke, head of Human Resources Solutions, who also took part in the meeting in

San Diego, believes that the changes taking place are too great to be written in the boxes of an organizational plan.

"This is about a change of culture. You have to understand the whole concept before you can understand the scope of the changes."

One significant change, which is necessary according to several people Contact has spoken to, is the merging of operations in the former Infocom Systems and Mobile Systems business areas, which have become the Network Operators business segment. This change is being made as a result of the fusion of various branches, technologies and service areas.

"It is positive that the management is taking this convergence seriously and making changes in line with the developments. I think we may even be a little before our time," says Nils Grimsmo, Group Managing Director for Ericsson in the UK.

"These are exactly the changes I would have made, if only I had thought of them," enthuses Jonathan Smith, who is responsible for a support and service unit. "Ericsson has been addressing its market via several different organizations, each of which has been acting in its own way. It has been like conducting an orchestra, in which the strings, brass and percussion sections are all using different scores. The audience doesn't like the way it sounds."

Clear division of responsibility

Dave Turtle, who is responsible for part of design, also believes that the division of responsibility between different functions has become clearer. The market units and the regions can concentrate completely on the customer, while the business and production units can focus on technology and products. He sees clear parallels with the reorganization carried out last year by Ericsson in the UK.

"Before we implemented our reorganization, I had several roles. I had to manage marketing, meet customers and negotiate, while running development projects on the technology side at the same time. But the reorganization has meant that I am able to focus completely on technology, while the customer units take responsibility for the customer."

"I would like to see greater system integration and content. This is something which has not been focused on enough in the past. We have a project in which we, together with others, sell complete packages - not just the technology, but also the content. I would like to see more about our strategies in that field," says Dick McLeod, head of the business development and strategy team.

Within the new organization, global account managers will have full responsibility for customer relations. This particularly affects Ericsson in the UK, which is responsible, for example, for the global operator BT.

"Changes in Global Accounts will have quite a far-reaching effect on us. It is an important part of our Group and even if we have come



Lorraine Campbell



Jonathan Smith



Conor White



The British feel well at home with the new organization. "It doesn't matter whether we have them or not, the important thing is that we do business and earn money. I am pleased for the smaller companies that their situation is now improving," says Nils Grimsmo, head of Ericsson in Great Britain.

Photo: Mia Widell Örmung.

quite far, there is still a lot to do in this area," says Nils Grimsmo.

Office in London

The British have, of course, welcomed the news that a regional office is to be opened in London.

"I want to see quicker decisions. We often have to wait for decisions to be made in Stockholm. It is positive that a good portion of the decision-making is now being moved closer to the markets and that greater emphasis is being placed on speed," says Graham Constantine.

"I have had a look on the web and find it positive that there are explanations as to why

these changes must occur.

The whole process is explained and all employees have access to the information, not only managers," says Michelle Brodrick in the marketing communications department of a customer division.

"At the same time, I believe many employees are waiting to find out how their jobs will be affected," says Alison Duplock, who also works in the same department.



Michelle Brodrick and Alison Duplock



Graham Constantine

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"The customer orientation can never be too explicit"

Istanbul, with its 12 million inhabitants, is teeming with Ericsson telephones. Everywhere you go you hear the characteristic calling tone of a mobile phone. A distributor hangs up the offer of the day in a street in the business sector. The Ericsson logo goes down well here - it's the "in-brand".

A few weeks ago Ericsson had its one and a half millionth mobile phone customer in Turkey, where Ericsson has more than 55 per cent of the market. Ericsson installed its first telephones in Istanbul in the Sultan's famous Dolmabahce Palace as long ago as 1890.

In the meantime, a lot of water has run through the Bosphorus Straits, separating Europe from Asia.

Modern Turkey, which has a population of 65 million, is a rapidly expanding telecom market, worth about SEK 3 billion a year for Ericsson.

"I'm pleased with the new organization. The customer orientation can never be too explicit," says Ersin Pamuksüser, who heads Ericsson's operation in Turkey.



Ersin Pamuksüser

"As early as February last year, we were coordinating our resources in Ericsson Turkey, with a new market structure which focused on the customer. This fits in perfectly with Ericsson's new organization."

Gives more responsibility

Ersin stresses that the new incentive system demonstrates that Ericsson is prepared to give its employees greater responsibility and an opportunity to participate in decisions. He is introducing rotation of management responsibility for members of the management team, to take effect immediately.

"As a manager, propagating the new approach is an important part of my job. Instead of asking who's going to manage them, people have to think about what's the best way of helping their team."

Good reception

Contact was on the spot on October 12 to check the atmosphere at the management group's meeting to discuss the new organization. It was clear that the new proposals were getting a good reception.

There was a full-scale meeting with 70 middle managers on October 17, and a week later everything was translated into Turkish for distribution to Ericsson's 450 employees. Working fast is the name of the game.

Thord Andersson

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Modern Turkey, with a population of 65 million, is a rapidly growing telecom market. Ericsson's annual sales are about SEK 3 billion.

Photo: Thord Andersson

"Moving fast is the main message"

Elvan Özbek, Marketing and Sales of mobile systems:

"It's a good idea to break down the organization, both geographically and into segments. It will mean greater proximity and shorter decision-making paths. You know who you are, where you are, and what your job is."

"Ericsson is an aggressive player in the marketplace, and we have to reflect this inside the company."

Sören Ahlstedt, Key Account Manager for Turkcell:

"Developing the customer-oriented structure with local Key Account teams for every customer is the right model to apply. Turkcell, which has 75 per cent of the mobile market, is our biggest customer who has us as their sole supplier of infrastructure."

"From a technical and marketing perspective, concentrating on core operations is good too. What complicates the picture is the third dimension with central market segments and what we are supposed to do. At the moment, I think this is still unclear."

Ergun Duran, in charge of external relations:

"It feels right to be able to work with management on setting new targets. More flexibility and fewer management levels are also good. We are already flexible, but we can certainly do even better. I also believe we can improve profitability, which is obviously our most important objective."

"I have a very close relationship with Turk Telekom in Ankara, and with the government. I can easily adapt my way of working to comply with the new ideas."

Yesim Yalinkilic, in charge of public relations:

"It is important for us to plan our future and shift from an emphasis on products to a market focus. Although I haven't yet grasped all aspects of the new organization, I am convinced that it will take Ericsson into the next century as market leaders."

"We communicators will have even more responsibility, since we have to ensure speedy delivery of all the important information to all our employees. Fewer organizational levels in the new Ericsson will simplify this process."

Ruhi Dogusoy, Corporate Solutions Manager:

"Hiz - that means speed in Turkish - is one of the main messages."

"I'm very pleased that Ericsson is so clearly targeting all its customers. This will give a glass-clear picture of how we are going to tackle datacom and IP while maintaining leadership in mobile telephony. This is important for me because my job is corporate solutions."

Stefan Öfverholm, Vice President, Ericsson Turkey:

"Three of the Mobile Systems business units and Infocom's Public Networks and Data Networks wound up in the Operators segment. This is logical - the same wine in new bottles. The great advantage is that we will all be winners."

"The focus on key customers indicates that Ericsson Turkey's existing structure is right, and it enhances the credibility of our approach to customers. But I can't see any clear signs of an impact on environmental issues - an increasingly important sales argument these days."



Elvan Özbek



Ergun Duran



Ruhi Dogusoy



Sören Ahlstedt



Yesim Yalinkilic



Stefan Öfverholm

Thord Andersson



With over half of the world's population, the new Asia and Oceania market region is a highly important market for Ericsson. Despite the financial crisis in Asia, China is continuing its massive telecommunications investments. And Hong Kong is an important gateway to this giant market.

"A clear structure is important"

Exactly where the new company office for the Asia and Oceania market region is to be sited is as yet unclear. Hong Kong, Kuala Lumpur and Singapore are expected to be considered when the regional manager and Executive Vice President Kurt Hellström make a decision on the subject. Contact visited Ericsson in Hong Kong which, regardless of where the company's regional office is located, operates in one of the most deregulated telecom markets.

The former British Crown Colony has a total of four fixed-net operators and six mobile operators, who run eleven mobile networks. Approximately 40 per cent of the 6.6 million inhabitants have mobile phones.

"Hong Kong is still a very important financial center in Asia, not least due to the well-established financial business and bank sector located here. A considerable share of China's exports and imports go via Hong Kong," explains Bo Landin, who is currently Corporate Executive for Asia and Pacific and who has been based in Hong Kong for three years.

The Executive Vice President of the local company in Hong Kong, Ericsson Limited, is Stephen Yeung, who is also responsible for the Chinese company's Region South. On Monday morning, directly after the San Diego meeting, he presented the information about the new organization to his local managers in Hong Kong. Information will be given to all 220 employees in Hong Kong at a big meeting on October 23 and he will be meeting Region South employees in Guangzhou the week before.

"I see only minor changes for us as a local company. We are already operating within a very flexible framework, which closely resembles the one the company has now decided on. For example, our marketing organisation doesn't manage fixed networks and mobile networks separately, we fully concentrate on our customers' needs through the Key Account Manager organization."

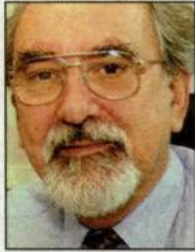
Powerful local companies

Stephen Yeung also believes that local companies will be more powerful with the introduction of regional offices.

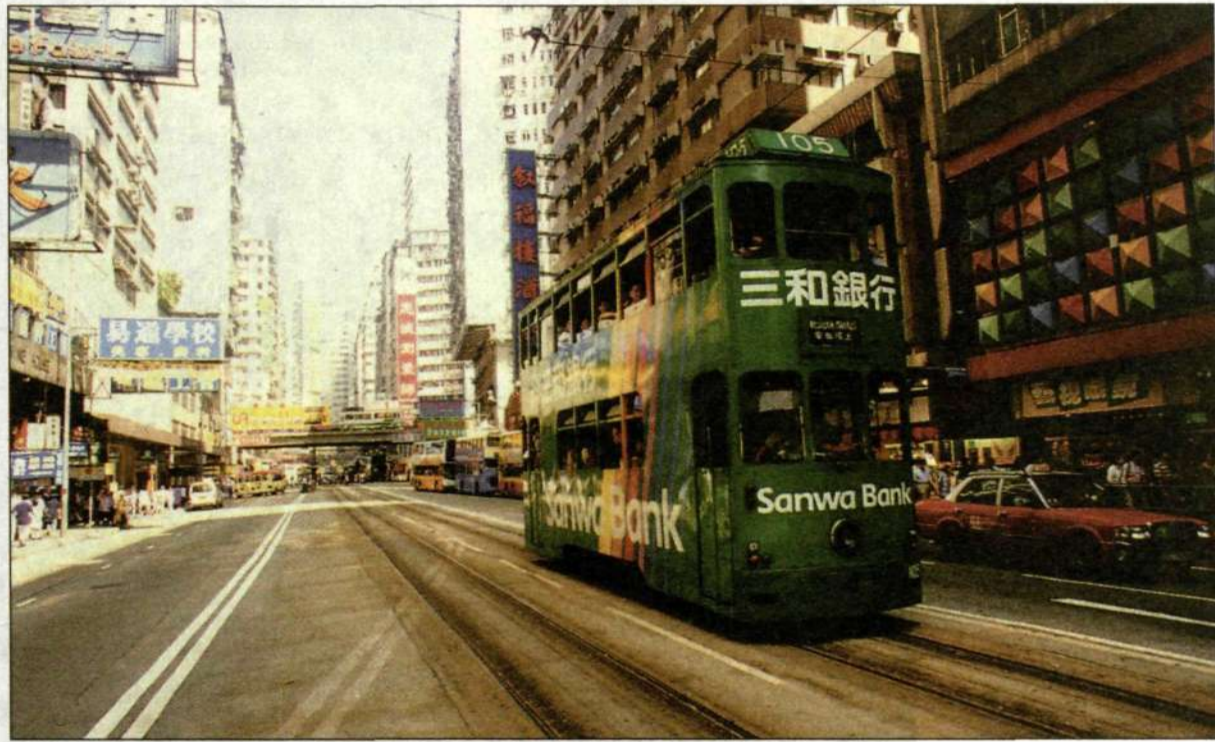
"It is important to understand the local culture and the unique requirements for each region. Regarding mobile phones, for example, we only have SMS messages in English, but there is a great need for Chinese versions too," says Stephen Yeung.

He also welcomes the focus on "speed" – a key word from the San Diego meeting describing the new Ericsson.

"Hong Kong is a fast-changing market with many business opportunities. It is extremely



Bo Landin



Hong Kong is one of the most deregulated telecom markets in the world. Approximately 40 per cent of the 6.6 million inhabitants have mobile phones.

Photo: Nils Sundström

important that we act quicker in the development of IP (Internet Protocols) solutions and offer new small customers the best support we can. Many of the new Internet operators are only small companies today, but may become very large operators tomorrow. This is business we can't afford to miss out on."

Quicker delivery

Eric Ng, who is an application software supply manager, emphasizes the importance of speed.

"Today, we might have to wait three months for an order for AXE equipment, for example. With competition as it is, this can't continue. We need to reduce this to approximately two weeks to really be able to attract customers," says Eric Ng, who also welcomes the new customer orientation.

"To work closely with our customers and understand them is a natural part of our job, but it should also be natural for many others who work with customer services and develop services and products."

Many employees at the Hong Kong office are attracted by the decision to introduce an incentive-based salary system.

"This sounds very interesting. I believe an incentive system will inspire many people to work in a more concentrated fashion and also attract new key personnel to the company," says Sandy Lam, who works with administration matters at the Customer Services Center in Hong Kong.

After five years at Ericsson, she has seen many organizational changes on various levels in the company.

"Too many changes disrupt the working routine. It makes for an insecure working atmosphere if the contacts and colleagues with whom you work closely are continually changing roles – and it affects the customer. That is



Sandy Lam

why a clear structure is so important," believes Sandy Lam.

Her colleague, Eva Wong, who is responsible for business development at Customer Services, is hoping for more effective cooperation with the new Network Operators business segment.

"At the moment, the Infocom Systems and Mobile Systems business areas have such different market strategy that it is difficult to give customers simple answers. Hopefully, the new organization will mean fewer middlemen and a better overview of our resources, pricing strategies and the lead times we can offer our customers," says Eva Wong.

Reduce double work

Having a company office in every market region appeals to Joanna Wong, coordinator for the Ericsson Training Center in Hong Kong.

"I think reinforcing resources in different market areas is very customer oriented and can reduce the amount of double work. We still don't know enough about how the reorganization will affect us locally and regionally, but I hope we will receive stronger support and focus on doing good business externally – not compete on the basis of internal profitability," says Joanna Wong.

Peter Hjorth, product manager for the D-AMPS customer, CSL, would like to have further details about how the business and production units will operate.

"What exactly is meant by small company approach? And will the production units have their own development resources? I believe it is important to centralize development wherever platform solutions and heavy investment are involved, but not when it comes to adapting to customer needs and applications," says Peter Hjorth.



Peter Hjorth

Claes Engwall is responsible for business planning and control at the Hong Kong and Macau Mobile Telephony division, a part of Ericsson China. He thinks that the information provided about the reorganization has been good.

"As far as the message itself was concerned, I and many others were surprised that there weren't more non-Swedes in the company management," says Claes Engwall.

Likes investment in branding

Edvard Liang, an account executive with the Mobile Telephony division, likes the new central investment in branding – the creation of a strong brand.

Estrid Wai, Senior Information Officer at the Mobile Telephony division, is one of those who has been involved in spreading information about the reorganization locally.

"I received an information package from company headquarters with a comprehensive communication plan for this. As information officer, however, I have always to be on the lookout for new information about the reorganization. I continually present my colleagues with new information and also tell them about what they can find on the web," says Estrid Wai.

Although she has only worked for Ericsson for three months, Estrid Wai can clearly see areas in which her role as information officer could be made easier.

"Above all, I am hoping for a mustering of resources in all the efforts made within Ericsson on Internet and intranet sites. The challenge will be to see how these resources can best be structured in a user-friendly way and from the perspective of the end-user."



Edvard Liang

Nils Sundström

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"With the new organization's focus on customers, we are strengthening our positions in Brazil." Gerhard Weise, manager of Ericsson Telecomunicações S.A., sees many advantages in Ericsson's new organization.

"We can't ask our customers to wait"

Ericsson Telecomunicações (EDB) is responsible for the sale of Ericsson's total line of products in the Brazilian market. AXE exchanges as well as base stations and mobile telephones for the AMPS and D-AMPS standards – among other products – are manufactured in the plant in São Paulo.

Gerhard Weise heads up the operations. Recently returned from the managers meeting in San Diego, he expresses a positive attitude toward the new organization.



Gerhard Weise

"The division into three business segments and four market areas will strengthen our future business," he says. "It is still too early to say what consequences the reorganization will have for the operations here in Brazil, but I think the increased focus on customers will strengthen our positions."

Information given after holiday

Monday following the San Diego meeting was a holiday in Brazil. Employees there were not informed of the reorganization until Tuesday. Despite the fact that most of them have not had time to learn all the details, the reaction is positive, Gerhard Weise says.

"Those with whom I have had time to talk are looking forward excitedly to see how Ericsson's new organization will affect EDB."

Gerhard Weise is very cautious about expressing an opinion as to where Bengt Forssberg, Latin America Region Manager, will place the Region's head office. He fully respects the fact that Forssberg's plans for activities in the region will determine the choice of location.

The telecommunications market in Brazil is in a very expansive phase. The markets for both mobile and fixed telephony have been deregulated and EDB has many projects that have to be completed before the end of the year. Gerhard Weise says the job of implementing the pending reorganization while handling the heavy workload is a real challenge.

"We will have to do everything at the same time," he says. "We can't ask our customers to wait until our new internal organization is in place."

Infrastructure key factor

No decision has yet been made as to where the head office for the Latin America Market Area is to be located. Communications facilities will be a critical factor.

São Paulo is among the cities being considered in preliminary discussions pertaining to the location of the head office for the Latin America Market Area. Miami, Mexico City and Buenos Aires are other conceivable locations.

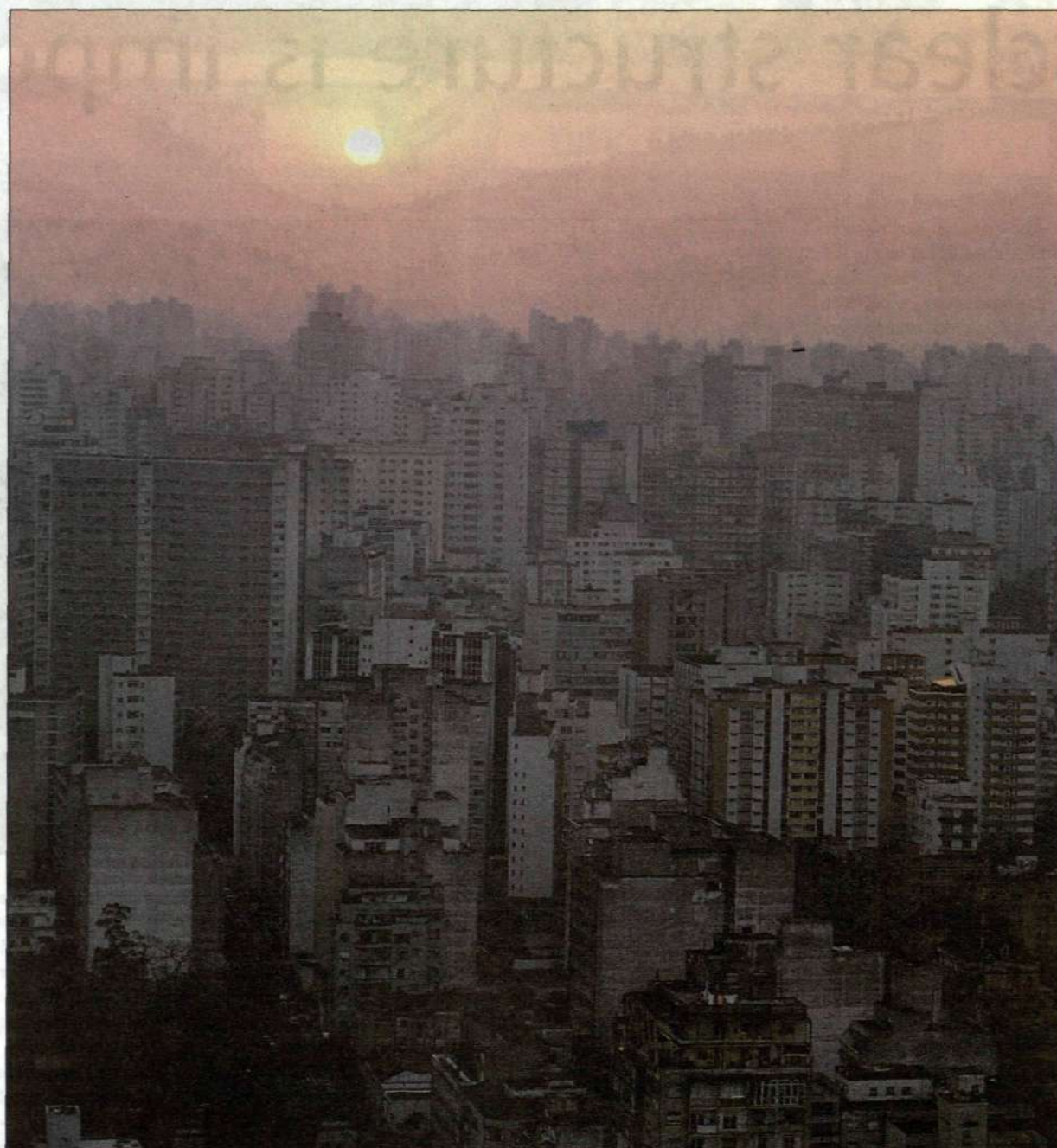
"The reasoning favoring São Paulo is that Brazil is the region's largest single market," says Bengt Forssberg, Regional Manager for Latin America. "We are now studying the prerequisites for locating the head office."

"There are many arguments for placing the office in Miami. The city has very fine airline connections with Latin America's major cities, and Miami is accepted as a gateway to Latin America," Bengt Forssberg says.

"Most of our competitors, and even some of our own business areas, have their Latin American offices in Miami," he notes.

A decision on the location of the head office will be made before the end of October.

Niclas Henningsson



São Paulo is one of the cities being considered as a head office for the Latin America Market Area.

Photo: Pressen Bild

"Curiosity is the dominant feeling"

Aderbal Bonturi Pereira, Information Manager, Ericsson Telecomunicações:

"Until we get more information, it is difficult to say anything about how EDB will be affected by the reorganization. Right now we are working on plans for getting the news out to the employees."

"As far as corridor gossip is concerned, I haven't heard any direct comments on the reorganization. Brazil has just celebrated one of the country's major holidays and people are talking mostly about what they did during their free time."

Göran Åhlgård, Controller, Mobile Systems Business Area, Brazil:

"Most of those with whom I have spoken are expectant and curious, but as yet no one can say how the reorganization will affect us at EDB. A number of new units will probably be created, while others are merged. It is clear that operations in the future will not be the same as they are today. We expect to have more detailed

information within a few days."

"I have heard a number of rumors relating to the location of the head office for the Latin America Market Region. Some people think it will be Miami, others say São Paulo. But, as noted, they are just rumors. Here in São Paulo you don't hear any direct speculation but, of course, people are interested in knowing where the head office will be located."

Janir Aloisio Dos Santos, Manager-Logistics and Production, Mobile Systems Business Area, Brazil

"It is difficult for me to comment on the new organization since so little information is available up to now. We in Brazil have been celebrating a national holiday and have just now returned to work."

"The reorganization is of course a major matter here at EDB. Some people certainly are a little worried about how their work will be affected, but the dominant feeling is one of cu-



Göran Åhlgård

riosity. The fact is that we have such large projects under way, and so much to do, that we hardly have time to think very much about the change."

"What we have learned so far is what the basic organization will be like, and that there will be a sharper focus on Ericsson's customers."

Mansour Akbari, Radio Network Planning:

"I have read the basic information on the ECN network, but as yet no one has been able to say what consequences the reorganization will have for operations here at EDB. Personally, I do not believe that my work will be affected to any great extent."

"I really don't know what the reaction is here at EDB the week following presentation of the reorganization. I spend most of my time with customers and hear very little corridor gossip. My impression is that, so far, very few persons really know anything about what the new organization will be like, and how it is to be implemented."



Mansour Akbari



Aderbal Bonturi Pereira



In Sweden the need for information on Ericsson's new organization was very clear. The days following the San Diego meeting evolved into a great "information race".

"Emphasis is shifted to working smarter"

Never before have the conference rooms at Ericsson Radio Systems in Kista been so fully booked as they were on October 12 and 13. The American Standards business unit for GSM, NMT and TACS, as well as the Japanese Standards business unit for PDC, informed personnel on their home fields, while the business unit for D-AMPS/AMPS gathered at a site outside Kista.

Ingemar Blomqvist, manager of the PDC business unit, was unable to find a conference room and informed his personnel in a spacious corner of the coffee canteen. During his OH presentation, he inserted customers in appropriate organizational squares and emphasized the importance of Key Account Managers.

Tomas Hillås, marketing manager of the business unit, underlined the importance of a "business as usual" outlook, without any loss of momentum.

Employees of the Japanese Standards business unit were obviously impressed by the

"new" Ericsson. When the information meeting was concluded, one person summarized the feelings of many: "Maybe it's more fun to sail with the fleet than to ride the bullet train."

Mats Köhlmark, manager of the IMT 2000 project unit, informed his staff in Kista. He emphasized the word "speed" and underlined the importance of more rapid response to customer needs. In terms of job performance, Mats Köhlmark said he believes his staff already works at a rapid pace, but emphasis is now being shifted to working smarter.

SRO, Standing Room Only, characterized the meeting in Kista Center, where representatives of the American Standards business unit for GSM, NMT and TACS informed a management staff of 200 persons.

Mats Dahlin, newly appointed Executive Vice President of the new Network Operators business segment and former manager of the GSM, NMT and TACS business unit, intro-

duced Per-Arne Sandström, who will succeed him as manager of the business unit.

Mats Dahlin reviewed the strategies of his Network Operators business segment and development programs now in progress in various product areas. Referring to the GSM, NMT and TACS business unit, he emphasized that the new organization will not create any significant changes, but also underlined the importance of capitalizing on synergies within the segment.

Christer Jungsand has been appointed interim manager of the business unit pending Per-Arne Sandström's arrival in Sweden. Mr. Jungsand alluded to Sven-Christer Nilsson's video address to Ericsson employees, and noted that the business area has already undergone comprehensive changes that have placed stronger focus on customers. He concluded the information meeting by underlining the importance of the "business first" theme.

Gunilla Tamm

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Announce the information to all employees simultaneously; that was the approach used by the American Mobile Standards business unit, also known as RMOA. More than 1,000 persons were transported in 25 buses to the Scandic Hotel at Infracity, halfway between Stockholm and Arlanda Airport. A three-hour information show, à la San Diego, was presented by Jan Wäreby, who was recently appointed regional manager of the Europe, Africa and Middle East market area. Mr. Wäreby, former manager of RMOA, will leave Sweden and move to Ericsson's new executive management office in London.

At the meeting, Jan Wäreby reviewed the business unit's strong position emphasized that, by and large, "it will be business as usual for RMOA". However, focus on customers would be increased even more, he said, as Ericsson tries to help customers strengthen their business operations, in parallel with greater emphasis on external and internal cooperation between various business units.

Björn Olsson, the business unit's new manager, was introduced at the meeting. He declared that Ericsson's new policy is totally in line with his own philosophy. Trust and results were the key words in his address.



Björn Olsson

Håkan Eriksson, RMOA's technical director, described ongoing trends in development, which are characterized by a shift away from circuit connections toward greater emphasis on packet-oriented solutions.

The message conveyed at the meeting may be summarized as follows: cooperate across all traditional borders, have fun while you work and, most important, show good results.

Lars Cederquist

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"Speed and focus are essential"

On October 23, the new management for the Public Networks business unit will be announced and on the same day, a strategy for how the unit will increase its earnings will be submitted to corporate management. By December 1, the business unit's new organization will be in place.

This was the most concrete information that the new manager of Public Networks, Einar Lindqvist, could provide at his first meeting with his staff.

"Speed and focus are essential here," says Einar Lindqvist, who has just returned from the U.S., where he has been on assignment for the past three years.

He admits that he cannot at this time provide a clear view of what Public Networks will look like in the future, but he supports the val-

ues and guidelines established by Haijo Pietersma, previous head of the business unit.

"However, I can't do it alone. I need everyone's help," he says.

The members of the new executive management have not yet been chosen, but Einar Lindqvist prioritizes leadership and skills development. He does not want copies of himself in the management team.

"Different types of people are needed in a group," he says.

Fixed networks will continue to play an important role in the future. Despite this fact, Public Networks will have to accept that the

world will become increasingly wireless within 15 years.

"We must examine how we can support this development and how we can provide our customers with the products and services they want. It is important that we influence this development ourselves and project it forward."

AXE is a common denominator for all business units, regardless of whether they are selling mobile or fixed networks.

"The way I see it, it is not important where the various product units and business units are located. The important thing is that we can offer complete systems to our customers," he relates.

Lotta Muth

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Einar Lindqvist

Elsa Brodin of the GSM, NMT and TACS business unit:

"Our present mode of operation already complies with Ericsson's new organizational structure, and I believe our business unit may have served as a model for the organization. We haven't faced any questions as we approach the future, and our everyday work habits have not lost momentum in any of our areas of responsibility."



Elsa Brodin

Tord Jonsson of the GSM, NMT and TACS business unit:

"It feels right to focus on customer needs and demands rather than technology, although the latter is also extremely important. I believe there are many synergy effects between mobile and fixed communications, and I look forward to working with colleagues from Public Networks."



Tord Jonsson

Åsa Persson of the GSM, NMT and TACS business unit:

"The new organization seems logical with its division into three segments and the merger of mobile and fixed telephony. I think it will generate more



Åsa Persson

efficient work methods and increase our ability to compete. Although our business unit is not affected, I believe we will see some changes in the future. And that's good, I like change! The injection of more youth in executive management will also have a positive effect on Ericsson, but why weren't more women appointed?"

Katrien van der Spiegel of the PDC business unit:

"At first glance, I can't see any glaring difference compared with the old structure, but I don't think we have seen the most significant changes yet. I like the idea of placing stronger focus on customers and the stronger position assigned to Global Account Managers and Key Account Managers. I'm also in favor of a flat organizational format, provided it doesn't broaden beyond its capacity to keep operations under a single umbrella."



Katrien van der Spiegel

Nobuo Ogaku of Nippon Ericsson, on a visit to the Japanese Standards business unit:

"I understand the concept behind the new organization, but I would like more information. When I return to Nippon Ericsson, I hope to see more detailed information about how the new organization will affect everyday operations in Japan."



Nobuo Ogaku

Magnus Braxell, Public Networks business unit:

"It's a good thing that marketing functions have received greater focus among corporate management. I believe that it can affect our ability to move the company in a positive direction. The integration of wireless and fixed communications is also a good move. It's beneficial for our business. It would be good if the climate from mobile operations spreads south. I think it would influence our working methods and enable us to utilize our common resources more efficiently."



Magnus Braxell

Margareta Nordin, RMOA:

"I think it's a good idea to increase our focus on different countries and markets as part of efforts to narrow the gap between Ericsson and our customers. I like the transition from a rigid division of products to a more global mode of operation with everybody working together."



Margareta Nordin

Alf Levy, Public Networks business unit:

"Change is necessary, however it is difficult for me to draw any conclusions from the information that has been released so far that I have had a chance to absorb. It's essential to gain the

support of the whole organization, especially among middle management.

The focus on wireless communications is positive – perhaps for multimedia as well – but it will take time. It will also take longer time for end-users to jump on the bandwagon than we can anticipate at this time.

The potential for fixed networks is still enormous and will continue for another 10 to 15 years.

Ericsson should focus more on creating tools for developing services, rather than simply developing services as such."

Bernt Carlsson, RMOA:

"It's obvious we had to adopt a completely new mode of operation, and increase cooperation across traditional borders separating business and product areas. I know this all too well as a former Ericsson customer. Customers want to meet with one person from Ericsson, not ten. I work with network optimization and we have already initiated a program of cooperation with another business unit, but increased cooperation should also be expanded to include the product units. Ericsson has established some lofty goals, and it will be interesting to see if we can achieve them."

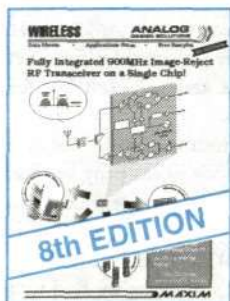
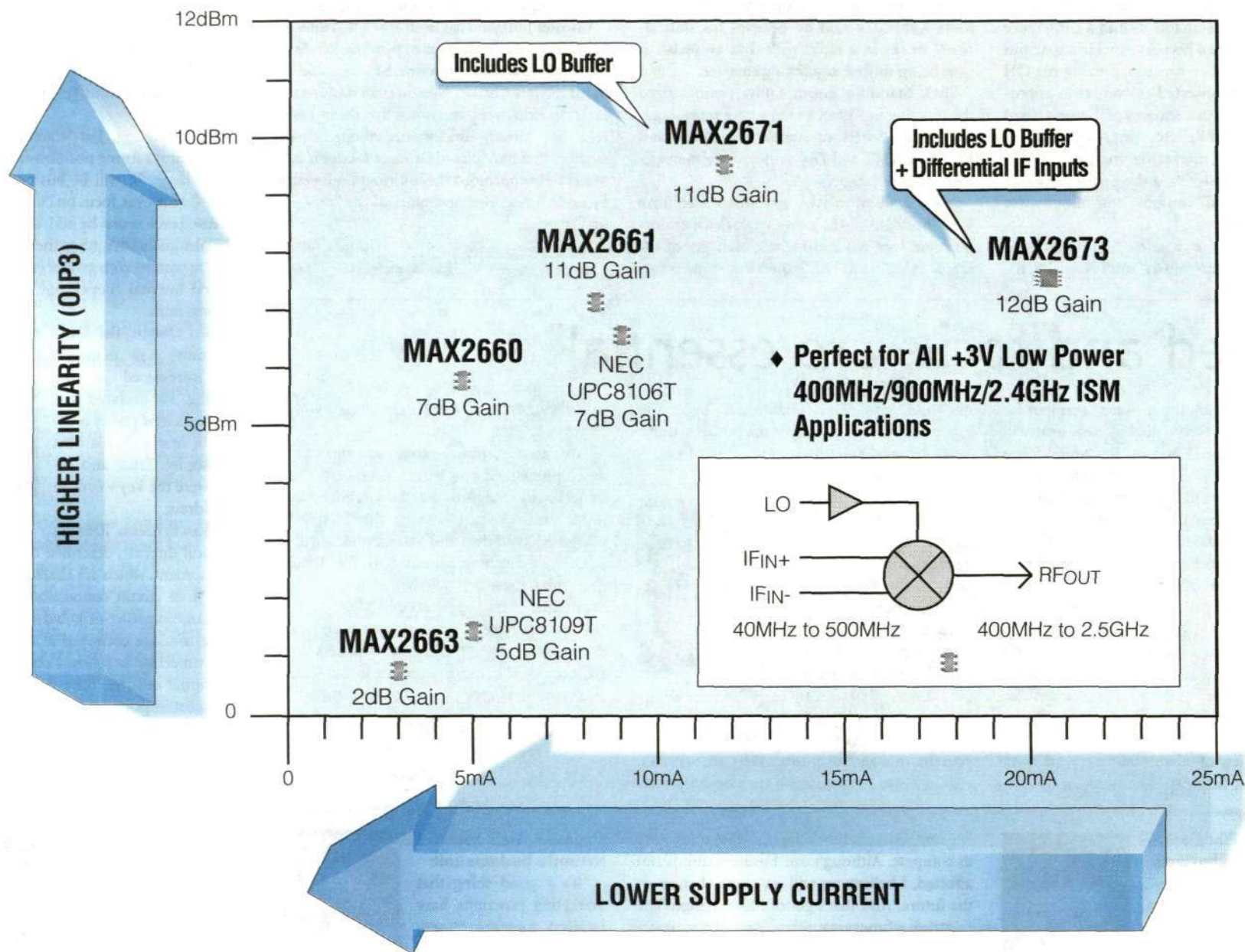


Alf Levy



Bernt Carlsson

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During a hectic week at the beginning of October, the employees at the Hotel Hyatt Islandia in San Diego's Mission Bay watched as their hotel was transformed.

Large areas of the hotel were draped in Ericsson colors and there were signs and banners everywhere heralding the theme of the meeting. The large banquet hall in an adjacent building was converted into a super-modern multimedia auditorium.



Photo: Lars Åström

Showtime in San Diego

The British company Imagination has left its mark on many of Ericsson's events in recent years. At San Diego, these professional stagehands and technicians outdid themselves. The stage, from which the CEO and all other speakers made their presentation, a giant globe – The New Telecoms World – was suggestive and functional. Screens for multimedia were everywhere. The sound system was rock-concert class. And the technical direction was near perfect. There has never been such a show before in Ericsson's world.

A complete makeover

The transformation of the hotel was so exciting and comprehensive that rumor had it that one of the top executives in the Hyatt chain had travelled to San Diego to see what could be accomplished in such a hotel with the help of

modern technology and professional design consultants.

TV journalist ran the show

A smart move to increase involvement and interactivity was to use the well-known Swedish TV journalist Jens Orback. He acted as program host and the person who carefully moved the program along. He questioned the speakers constantly – at times a little maliciously.

"The condition for accepting this assignment was that I could ask any question I wanted to," Jens Orback announced in his opening comments. And he did just that.

Bringing in an external and independent ringmaster was popular with the delegates. Many of those who have been at such gatherings previously felt that now we are really

dealing with a new Ericsson, a new leadership.

The external speakers added another spice to the recipe. These included the well-known American writer Geoffrey More, who in his recent best seller *Inside the Tornado* provided his view of what is required of a company that wants to succeed in the high-tech IT world.

Demands for more information

Financial analyst Larry Solomon from Capital Trust provided his view of Ericsson and our method of reporting to financial markets. Again, the demand was repeated for more information – a request that will be fulfilled in accordance with the new principles to be applied after year-end.

Outside the Ericsson hotel, fishing boats rolled in the swells of the bay. In San Diego the

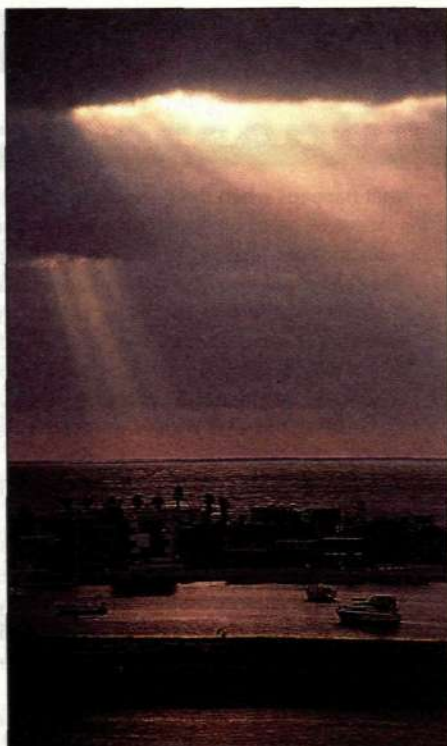
major topic of the week was the San Diego Padre's march to win the pennant and a place in the baseball world series. Downtown, there was no one who took notice of Ericsson's presence. Here, the Swedish telecom giant chose to maintain a low profile.

On Qualcomm's home ground

The San Diego Padre's play home games in Qualcomm Stadium. This is the home field of the U.S.-based rival. Qualcomm's head office is located north of the city in an area with the Italian-sounding name of Sorrento which has been launched as "The Wireless Valley". Moreover, one of its neighbors is another Nordic company, named after a city in Finland.

Lars-Göran Hedin

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San Diego's beautiful Mission Bay – a place that inspires and lets creativity blossom.

Mission Bay is a popular location for sailing and other water sport activities.



IP telephony offers low-

In just a few years, IP telephony has gone from hobby status to a stable technology. The marketplace remains somewhat cautious, but is poised to take off. Industry watchers are convinced that public IP telephony services will become big business. The International Telephone Union predicts that 300 million people will be using IP telephony by the year 2001.

But how does it actually work, and what does Ericsson have to offer? We'll try and clarify some of the terminology in this article.

The term IP telephony is used to describe voice communication that is transmitted in packets using Internet Protocols (IP). Ordinary telephones, telephone networks and traditional circuit connections still offer unsurpassed quality for real-time dependent speech. So why use IP telephony?

So far, the most convincing argument is price. Public IP telephony operators can offer long distance connections at attractive prices, since the 'cost free' Internet absorbs the long distance transmission portion of the call.

Pushing up demand

All kinds of multimedia services are poised to further increase demand. The ability to inte-

grate speech and Web technologies is paving the way for new applications such as webcall, a kind of Internet door knocking. A very common problem for individuals who connect to the Internet is tying up the household's only telephone line. Services using the current IP telephony system can now handle both speech and Internet usage on a single telephone line.

Most opposition to IP telephony especially from those who have never heard how it sounds usually revolves around speech quality. But developments in that area are moving rapidly forward.

Just lift the handset

To make an IP based connection just five years ago, both parties needed to be on-line with their computers, running the same software and use a headset and microphone. Sound

quality was mediocre, to say the least, and the delay rather annoying.

Today, all you have to do is lift up a telephone handset. Subscribers to IP telephony networks can now call any regular telephone in the world. The receiver of the call need not even have heard about Internet; the IP call will go through anyway. Sound quality is no longer an issue if your operator has invested in a modern IP telephony system, such as one from Ericsson, although a slight delay might be noticed.

Kari Malmström

Waiting for a common standard

So far, there are no worldwide standards for IP telephony. For the moment, the International Telephone Union's (ITU) H.323 standard is the closest one can come to a standard. But H.323 covers both too much and too little to be suitable for public IP telephony.

The standard was originally devised for multimedia communication over LANs.

It has proven to be too imprecise for public systems to be useful in helping manufacturers develop products that work with each other. At the same time, the standard does incorporate significantly more items than for speech transmission.

A project known as Tiphon has been initiated to solve this problem.

Industry coalition

Tiphon is a project within the ETSI standardization organization. The industry coalition supporting it is impressive. It includes all of the major manufacturers and Ericsson is one of the driving forces behind the project.

The aim of the Tiphon project is to create

and agree upon those standards which are needed for interaction between IP networks and PSTN, ISDN and GSM. The existing H.323 standard is being used as the starting point.

Focus on speech transmission

Focusing on speech transmission, profiles from version two of H.323, which came out at the beginning of 1998, are being standardized and modified. By the end of 1998, Ericsson's IPTC will be expanded using the H.323 interface.

The first step is to make the system compatible with the H.323 based client software currently on the market. On the infrastructure side, things will take somewhat longer. Various manufacturers' gateways, for example, do not necessarily work with each other. By the begin-

ning of next year, the Tiphon project will be conducting a major interoperational test of the participating companies' equipment, to see if they work together. The goal of the project is to be able to issue "Tiphon seals" for a large number of products, a labeling system which will guarantee that products are compatible with each other.

☞ http://bux.ericsson.se/x_s/x_si/tpohner/

☞ <http://www.ericsson.com/ip/telephony>

☞ <http://pn.ericsson.se/internet>

☞ <http://www.ericsson.com.gatewaykeeper>

☞ <http://www.eto.ericsson.se/product/gatewaykeeper>

CRASH COURSE IN IP TELEPHONY BASICS

Prerequisites: You are interested in IP telephony, you have a telephone, a computer or both. At least one IP telephony operator offers services in your area.

This is how Ericsson's IP Telephony solution for Carriers (IPTC) works.

Step one: Subscribe

Two types of subscriptions are available, prepaid and invoiced billing. Prepaid subscriptions dominate at the moment, and those subscriptions work as follows:

A contract is signed between you and the operator, you prepay a certain amount of calling time (more can be added later on). The operator provides you with a telephone number to call, an identification code and/or a client server, a user ID and a password.

Step two: Call

The way calls are set up depend on the type of terminals the sender and receiver are using.

• To make an IP telephony call from your telephone:

Lift up the handset. Dial the number to your operator. Identify yourself with your code. Dial the number you want to call. Wait for an answer.

• What happens then?

Identification takes place at the sitekeeper closest to you. Once that has occurred, the system can bill you since it knows you are calling. Your call is transmitted, using ordinary telephony, to the nearest gateway where the call is coded, compressed, repackaged into IP and sent out on the IP network by the sitekeeper.

• To make an IP telephony call from your computer:

Equip yourself with a microphone and headset, log on to your operator, activate your client server, dial the number, wait for an answer.

• What occurs on the Internet?

You are logged on directly by the sitekeeper. The IP address you get at the moment of connection is linked to your ordinary telephone number (so that people can call you as well, either through ordinary telephone calls or through IP telephony).

As is the case when using your telephone, the system now knows that you are connected and can bill you.

Your call goes through your modem connection to the sitekeeper and out onto the IP network.

• What happens when the person you are calling 'answers' on a computer (e.g. they are also on-line and have an IP telephony client server)? The call is transmitted to the sitekeeper that is closest to the number being called. At that end, there is another link to an IP address which connects to the other subscriber. The call identifies itself to the receiver who then answers. A connection is made.

• What happens when the person you are calling answers on an ordinary telephone?

The call is transmitted to the gateway closest to the number being called and passes through the closest sitekeeper on its way. The IP package is reconfigured into 'ordinary' telephony signals and sent to the receiver's number.

When it rings, someone answers the phone and the connection is made.

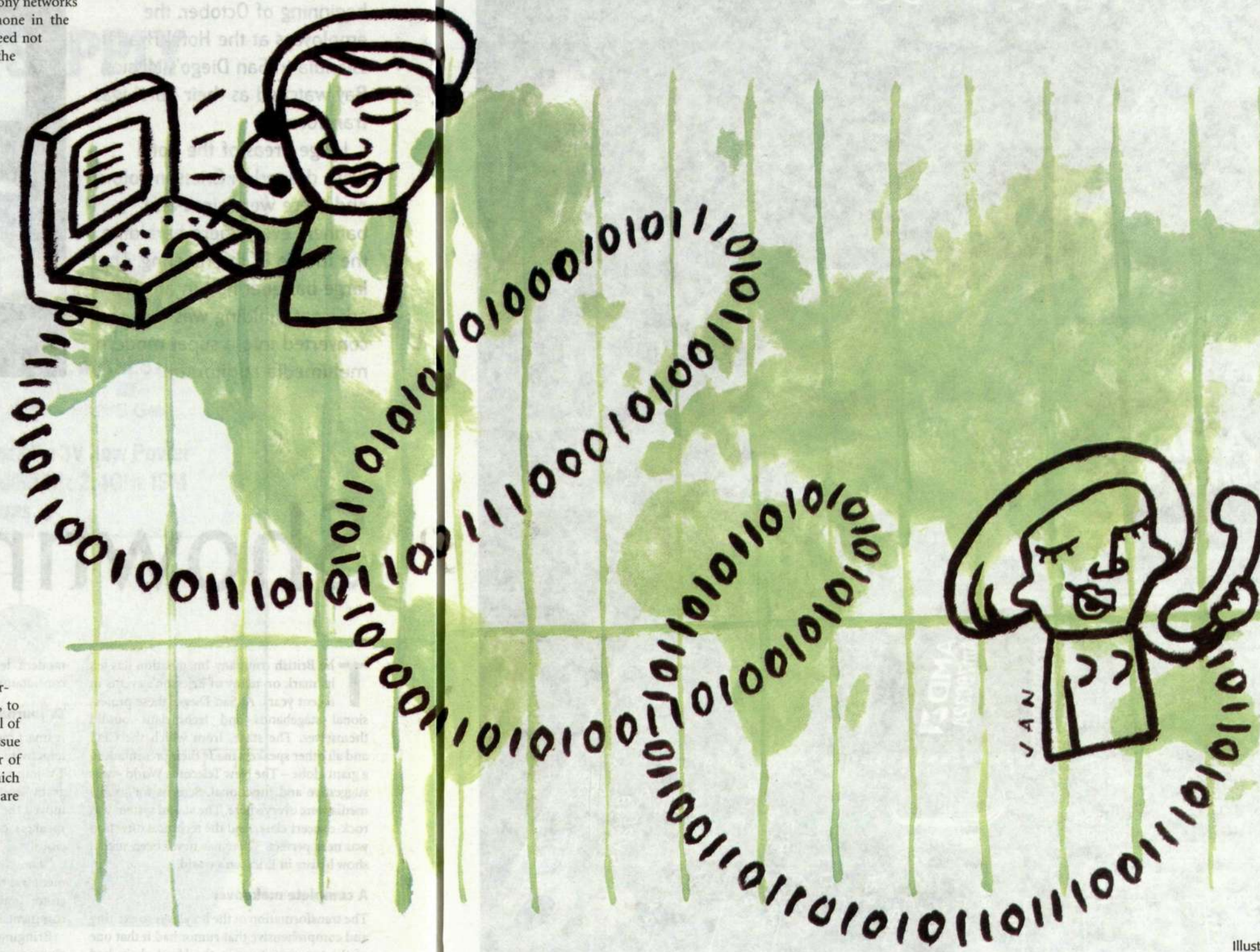


Illustration: Jan Olsson

cost telecom

WHAT IS WHAT?

Those who turn to Ericsson in search of public IP telephony solutions will run across many different product names.

IP Telephony Solution for Carriers (IPTC)

IPTC is presented in detail in the article on the facing page. IPTC was developed to handle speech and fax communication, partially in combination with ordinary Internet surfing. Customers are, primarily, so-called 'Next Generation Telcos', operators which are introducing a system in many parts of the world, and are focusing their efforts on volume sales, mostly to private subscribers. The system was developed and is sold by the IP telephone company, a part of the Internet group of Datacom Networks and IP Services.

Multimedia Telephone System (MMTS)

The Multimedia Telephone System is based on the H.323 standard. MMTS offers more applications than IPTC, including high quality real-time video.

Typical customers include larger Internet Service providers who own their own networks and who want to offer their customers multimedia services. MMTS is handled by Datacom Networks.

The system is built around an Ericsson-designed H.323 compatible gatekeeper.

MMTS can also be configured for pure IP telephony.

The market has shown an interest in the system, both as an IP telephony solution and as a multimedia platform. The Norwegian telecom Telenor Nextel has chosen MMTS as the platform for its IP telephony offerings.

Common to both systems is Ericsson's own Voice Gateway, the bridge between telephone and IP networks. A number of other products and solutions have been developed using this gateway as a base.

Phone Doubler

Phone Doubler makes it possible to surf the Internet and talk on the telephone at the same time on a single telephone line.

The gateway is installed at the Internet Services Provider. Internet subscribers then connect their telephones to the gateway prior to logging on to the Internet.

Incoming telephone calls arrive at the gateway, are repackaged, sent along and arrive in the form of a window which appears on the user's computer monitor when connected to the Internet.

Phone Doubler@Work

Phone Doubler@Work was developed to support telecommuting. In this case, the gateway is installed on a company's LAN. The telecommuting employee can be connected to the LAN and use the telephone at the same time.

Phone Doubler Quick Call

Phone Doubler Quick Call operates according to the same principles. It makes it possible to initiate an IP telephone call directly from the Internet.

For example, a gateway is situated at a company which has both a Web site and telephone-based customer service. The user can, in the process of a visit to the Web site, call up customer service by clicking on the appropriate link.

IPTC system handles all essential services

IPTC is a complete system for public IP telephony services. The system handles all essential telephony functions, such as customer billing, prepaid, validation and deductions between operators.

There are one or several gateways in proximity to the subscribers. The gateways code, compress and package conventional telephony into packets that are forwarded to an IP network, as well as unpack, decompress and deliver signals in the other direction, from IP networks to telephone networks. Ericsson's gateway uses the same coding techniques as GSM, providing good sound quality at reasonable bandwidths. The gateways have echo reduction and considerable error correction, which either compensate for packet losses or repair damaged packets.

One or more gateways are connected to a sitekeeper, the next level of the network. The sitekeeper is a local intelligent node. It is here that

things such as identification, validation and customer debiting occur, as well as functions such as least cost routing and dynamic call directing. Call directing makes it possible for the operator to utilize either its own or a leased IP network in combination with the public Internet, in order to be assured of enough bandwidth. Should overloading occur, IP calls are reversed and redirected.

A netkeeper ties together the network's sitekeepers, and keeps a watchful eye over the entire network. All operating data is gathered at that central point, and in principle, it is possible to operate and oversee the entire network with a computer connected to the Internet.

The global operator Delta Three becomes Ericsson's partner

Delta Three is one of the world's leading IP telephony operators.

They have their own worldwide network of resources, based primarily on Ericsson's IPTC system.

In order to expand quickly, Delta Three has a strategy of offering other operators agreements on joint operations.

Target groups include local or national operators, for example telephone operators or Internet Service Providers.

The partners involved sign an agreement with both Delta Three and Ericsson, after which essential equipment is then installed and traffic admitted.

At present, IP telephony equipment from Ericsson is in commercial operation in over thirty countries.

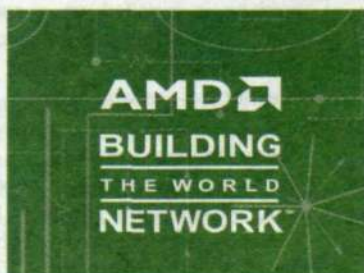
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Feelings difficult for words

The "Make yourself heard" campaign is now under way in Asia. Having undergone extensive linguistic and cultural adaptations, the campaign will hopefully increase Ericsson brand name recognition. Not a simple task in a relatively immature market.

After extensive translation work and other adaptations, the "Make yourself heard" campaign is now being launched in China, Vietnam, Thailand, Taiwan, Australia and several other countries.

The Ericsson brand name will be introduced to a potentially huge market through advertisements on billboards, on television and in stores.

"It is a difficult message to get across, especially in a relatively immature market," says Jacinta Ong, who is coordinating the "Make yourself heard" campaign in Asia.

Educating local companies

The campaign has been well received by local companies. But it has been a big task to prepare and educate the local markets as to just what the Ericsson brand name stands for and what the campaign message involves.

"It wasn't enough to merely translate the slogan, but rather it has involved gleaning the essence of what the words "Make yourself heard" mean and communicate that in the local language, in a message that people can understand," says Jacinta Ong.

The conversion of this message has therefore been a gigantic challenge. Translations took between

two weeks and three months and included three Chinese language versions as well as another five language versions, including English. "Make yourself heard" could not, for example, be translated into Chinese. On the other hand, it was possible to communicate the essence of the message in Chinese using the phrase "Release your innermost feelings".

Piercing avoided

One way to get the Asian market to understand that Ericsson is a telecommunications company was to place a small mobile telephone in the advertisements.

A majority of the ad images could be used, although a few had to be removed due to differing cultural standards. For example, it was not possible to use images that depicted young people with piercings as they are equated with gangsters.

The campaign will now have the autumn to take hold. Jacinta Ong believes that the messages will help the Ericsson brand name become more well known in the Asian markets.

"But we cannot expect any miracles. We'll have to spend the time it takes to make it work," says Jacinta Ong.

Gisela Zeime



Everyone has aspirations, regardless of race, creed or culture. In 1876, someone realised this and began a small company called Ericsson so people could make their dreams known over any distance. Today, Ericsson equipment is used in 40% of all mobile communications around the world. After all, we feel it's never too early to begin turning your fantasies into reality.

ERICSSON 

One of the images from the "Make yourself heard" advertising campaign which blends into the new Asian environment. A few of the campaign images had to be removed because they clashed with local cultures.

Earlier tests to save valuable time

Ericsson's products will now be tested at an earlier stage in the design process in order to be sure of meeting the legal requirements imposed in various markets. A general agreement has been in place with the testing firm Semko since a couple of years back. Ericsson will now put that agreement to full use.

It is important to make plans early on in a project to ensure that the future product will fulfill the legal requirements for product safety, and electromagnetic and telecom compatibility. Product tests must therefore be completed very early on in the process.

Retesting to be avoided

The agreement with Semko says that Semko should be part of new developmental projects right from the beginning.

That is a big change from the practice of having the testing firm enter the process when the designers have already progressed quite far – in Ericsson terms as far as TG4 – which is too late. The result has been de-

lays, retesting and modifications of products.

"It hasn't been a lack of will but rather a lack of routines," says Tomas Sjöqvist at the GSM, NMT and TACS mobile systems business unit. "There is much to be gained here, and this year we have worked much more closely with Semko and achieved very good results with our new GSM microstations."

The fact that Semko was brought in already at TG2, that is, just prior to the start of the design process, resulted in much calmer and quicker verification. In terms of money, it is estimated that over SEK 250,000 was saved in actual testing costs. Added to that are significant savings in the form of less overtime, something



Ericsson's agreement with Semko means that the testing firm will be able to enter the process at a much earlier stage of product development.

which has been more difficult to estimate.

"In earlier projects, we were forced to figure out a number of things very late in the process," says Tomas Sjöqvist.

"That often led to design changes at the circuit-board level, which involved heavy workloads for designers and the risk of product delays. This time, we did almost everything correctly from the beginning, instead."

"This method of operation also has several advantages for us at Semko," says Stefan Hübbert. "It is more stimulating, and we become familiar with the products and learn the vocabulary, making the entire process go much faster."

Joint testing

The Business Communications unit has involved Semko from the beginning of projects for some time. Now there is an effort to centralize testing in order to get products approved quickly in all markets.

"As part of our policy for global product approval, we have concentrated a large portion of our testing operations at Semko, here in Swe-

den," says Sven-Åke Forssell, who is responsible for product approval within the business unit, and who coordinates approval for the entire business area.

"We now do what was previously done at various labs in the U.S., for example, and everyone is very pleased with the results. Since all of our expertise is assembled here in Nacka and close to Semko, we have full control, saving both time and money. As for the U.S., it has meant a reduction in approval lead times from approximately 12 weeks to between six and eight weeks," he says.

One reason for working so hard to get ITS/Semko approved as a globally accredited testing firm is that the business unit's products are sold in over 60 markets. It takes enormous amounts of time and resources to deal with every country individually.

Lars Cederquist

lars.cederquist@lme.ericsson.se

Her focus is on women

It is becoming increasingly important for companies to create work environments that provide women opportunities for growth. In order to give the company a kick in the right direction, Ericsson in Mölndal sought advice from psychologist, economist and woman, Maria Tullberg.

Corporate health care is one of her specialties. Leadership, especially female, is another. Maria Tullberg, an MBA and psychologist, is razor sharp in her thinking and methodical, efficient and goal-oriented in her actions. Some of Ericsson Microwave's project managers may remember her as the corporate interactivity, relationships and development trainer.

Her participation in the seminar for women – Female, Sensual, Darling – has made her well known to a wide audience. But standing on a stage with entertainers such as Jonas Gardell and Lill-Babs is really not her style at all.

Maria Tullberg is currently working on her doctoral dissertation, which discusses organizational mechanisms in the workplace as well as motivations and trends behind change.

"I prefer analysis, thoughtful consideration and thorough illumination of problems and developments, but seminars are actually a fun way to reach out to women," she says.

She discovered this side of herself while giving a speech about obstacles to female leadership at the Women and Health conference a couple of years ago.

Put on her leather pants

A telecommunications conference was held at the same time as the Women and Health conference.

"The telecommunications conference consisted almost entirely of men. At the Women and Health conference, women moved about in an environment consisting of healing crystals and New Age music," recalls Maria.

Prior to the lecture, Maria Tullberg went home and changed into a pair of leather pants, made sure that the New Age music was turned off and walked onto the podium to the sounds of female rock music.

She then told the audience about obstacles to female leadership and their cause. Those who were there will never forget the presentation.

Cute she's not. Talented is how people around her describe her. And



Maria Tullberg



Maria Tullberg is writing her doctoral dissertation on organizational mechanisms in the workplace as well as the motivations and trends behind change. Maria Tullberg's adventurous side loves trendy cars, especially convertibles.

Photo: Marie Ullnert/Kamerareportage

the reputation that people from southern Sweden have of being industrious seems to hold true.

Maria Tullberg grew up in Malmö, the daughter of a banker and a stereotypical entrepreneur working in the furniture industry. The fact that she received her MBA was mostly by chance. But that she was chosen as the School of Economics' rookie of the year at age 21 certainly was not.

"We didn't know any MBAs in my family. I wanted to make the best possible use of my secondary school grades, but becoming a doctor or an engineer felt too pretentious. So I began studying economics without really knowing what economists actually do."

Since people interested her more

than did numbers, she focused on organizational and personnel issues. She had not even graduated from the School of Economics yet when she was recruited by Volvo. But before actually starting that job, she received a better offer from Sparbanken.

"I learned two things at Sparbanken, above all. One was the need and importance of managerial development, the other was what conditions are like for women in the workplace," says Maria Tullberg.

Women remain tellers

"As a student, it never dawned on me that women could be subject to different conditions than men. Differences had almost certainly existed before, but they did not affect our

generation. Then I noticed that even though 65 percent of the bank's employees were women, they seldom advanced past the job of teller, while men's careers took off."

"Gender roles create all sorts of problems in the workplace, but primarily for women. They touch upon deeply imbedded structures that we all must try to understand and deal with, since their ramifications are not good for any kind of business."

Maria Tullberg believes that it is important for women who find themselves at the bottom of the organizational hierarchy to understand that the overall number of women within an organization, and especially in management, is an asset in and of itself.

"Women need to support each

other regardless of what they think about 'those at the top.' Otherwise, female leaders will not have the endurance to continue and women will never break through the glass ceiling. It is just as important for women who have climbed up the ladder to dare to retain contact with those below."

Maria realized that she needed further education in order to understand the mechanisms which are at the root of all this. With her usual efficiency, she received her psychology degree, quit her job at the bank, started up her own consulting firm and is now working as a consultant, therapist and an interdisciplinary researcher.

Agneta Lindblom Hulthén

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Avoiding on-screen blunders

You don't need to be a technical genius to participate in a video conference. It is important, however, to be in control of one's body language. The camera records the most discreet yawn, and scratching one's head while someone else is talking could be considered ill-mannered. Another word of advice is to be well prepared before a meeting on the net.

Ericsson is investing heavily in video conferencing equipment. Currently there are 280 facilities within the company.

And in the past year, more and more employees have started using the technology.

The advantages are many: it is inexpensive, it saves time and meetings are more efficient. One prerequisite is that participants have prepared prior to the conference.

"It's a good idea to have a schedule for the agenda, and a chairperson is essential

if there are more than three participants. If people interrupt each other too much, then the frequent camera movement can cause motion sickness," says Per Rosenkvist at Public Networks' IT division.



Per Rosenkvist

In his experience, being familiar with a personal computer is enough to

feel at home running a video conference. The technology is easy to operate. The weakest link is often the user. A certain amount of common sense and etiquette should be taken into consideration.

"Body language shows up very clearly on a video monitor. Actions such as letting one's head droop, shutting one's eyes or yawning while listening, involuntarily signal a lack of interest. It is very disturbing to interrupt someone who is talking, as anyone who has talked on a speaker phone knows."

Short meetings

One big advantage of video conferencing is that it encourages short, disciplined meetings. For the past two years, Public Networks management has done its budget planning with local companies in this manner.

An average of 32 hours of video conferences each week took place during this year's budgeting process.

That meant a savings of approximately SEK 3 million. It costs approximately SEK 1,300 per

hour to hold a video conference with the U.S. Compare that with the costs associated

with flying two people across the Atlantic.

"Expenses for round-trip taxi rides to Arlanda airport alone are upwards of SEK 1,400 per person," says Per Rosenkvist.

Previously, video conferences were an exclusive tool only used by Ericsson's management groups.

Today, the technology is accessible to the entire operation.

Within Public Networks, people talk about first, second and third generation users, depending on their level of experience. The most experienced users take advantage of all

of the equipment's possibilities, such as being able to work on the same document together by projecting it onto one of the video monitors.

Today, video studios and conference rooms are booked via the Web on Ericsson's internal computer network.

The technology is used for training, informational meetings and smaller conferences between Ericsson units around the globe, as well as with external companies.

The costs associated with the video conferencing equipment in the Stockholm Southwest area have been distributed across Public Networks' operations.

"That means that there aren't any fat bills waiting in the mailbox following a video conference. Public Networks' units in Stockholm already pay for video conferencing, so the main thing is to utilize the technology," says Per Rosenkvist.

A tool for exchanging information

"Video conferencing is a tool used to facilitate a more rapid exchange of information, both internally and with customers and partners. It is also very cost-effective," says Rolf Skoglund, Senior Vice President of Corporate Information Systems and Technology.

He is enthusiastic about the opportunities available for portions of the company to begin personal video conferencing in the coming year.

The internal computer network, which connects Ericsson units all over the world, is being expanded to increase capacity for more high-

speed traffic, including transmission of moving images and speech, for example.

Using camera equipment hooked up to personal computers, it will become possible for employees to see and talk with their colleagues on the other side of the world from their own workplace.

"By next year, the technology for personal video conferencing will be available within certain areas of Ericsson," says Rolf Skoglund. "Our internal network is being expanded in order to handle that, among other things."

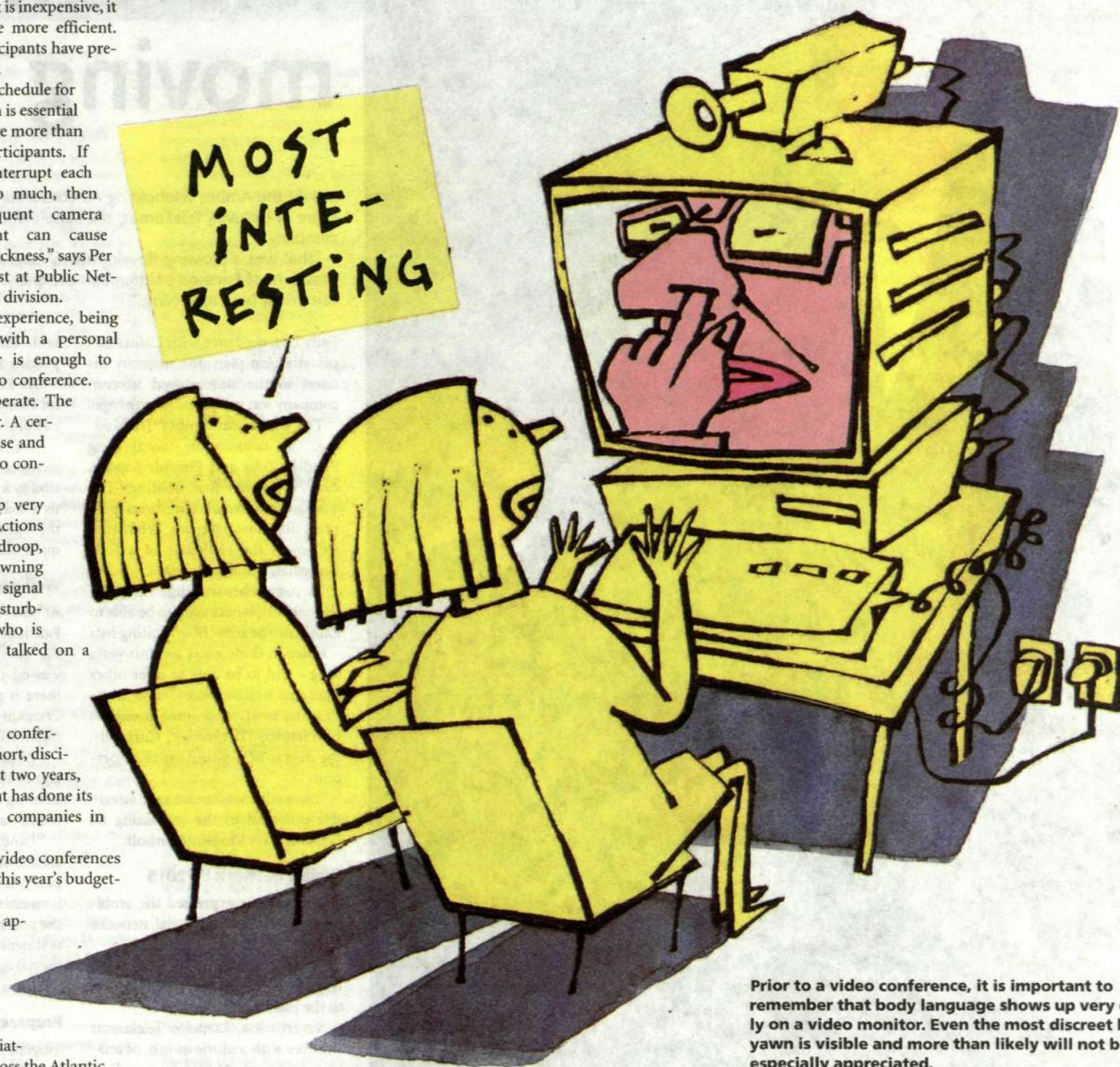


Rolf Skoglund

Lena Widegren

Lena Widegren
lena.widegren@etx.ericsson.se

http://pn.ericsson.se/x_z/video/index.htm



Prior to a video conference, it is important to remember that body language shows up very clearly on a video monitor. Even the most discreet little yawn is visible and more than likely will not be especially appreciated.

Illustration: Ulf Frödin

Lithuanian telecom moving up

In July, the Amber Teleholding AS consortium acquired a 60 percent share of Lietuvos Telekomas, the state-owned Lithuanian telecom company.

"That was a pleasing development," says Mogens Faurholt, vice president of Ericsson's Lithuanian company. "Now we know that we can invest here long-term."

Fully in accordance with Lithuania's privatization plan, the majority interest in the state-owned telecom company was sold a few months ago.

The buyer was Amber Teleholding, a consortium comprising Swedish Telia and Finnish Sonora, each with an equal holding. The consortium has an ambitious program for how Lietuvos Telekomas will meet the challenge of a fully deregulated market in 2003.

"A comprehensive digitization of the network is necessary to be able to eliminate the subscriber waiting lists - which in some areas are four years long - and to be able to offer other than just basic services," says Tapio Paarma, newly appointed president of Lietuvos Telekomas. Currently, the degree of digitization is 20 percent.

"Naturally, we foresee very attractive potential in the remaining 80 percent," says Mogens Faurholt.

Digital network by 2015

Telekomas has expressed the ambition to have a fully digital network by 2015.

Possibly, this could be accelerated with the entry of Amber Holding into the picture.

Nevertheless, Lietuvos Telekomas survives with a glorious mix of analog equipment. At least six suppliers were involved in building the network.

This is due to Lietuvos Telekomas having been forced to accept supplier-financed procurement due to a lack of funds.

Compatibility of the equipment is not the best, a problem which the company hopes to eliminate in pace

with the new, digital network replacing the old.

"At Ericsson, we prefer working on a long-term relationship with the customer," says Mogens Faurholt.

"We try to develop a partnership in which we assume a major responsibility for the entirety. This provides us a stable work environment while the customer does not have to request bids for every nut and bolt."

Well positioned

At the moment, neither Mogens Faurholt nor anyone else knows how the new Telekomas will act but, viewed in a historical perspective, there is good reason to believe that Ericsson is well positioned when the digitization project accelerates.

"We already have a large advantage in that we are methodically training Lithuanians on our equipment," says Mogens Faurholt.

"I and our president Bengt Forss are the only personnel in the company who are not from Lithuania. Something that further reinforces the perception that Ericsson's investment is long term is the recent formal opening of new offices in the old town section of Vilnius."

Prepared for two hundred

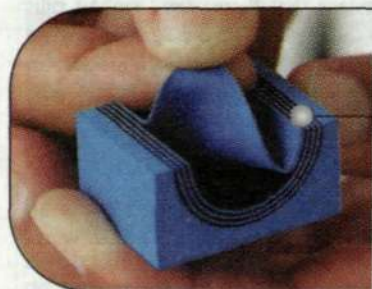
Mogens Faurholt is reluctant to project how many new jobs Lietuvos Telekomas' new status could create with regard to Ericsson.

"Let me put it this way," he says with a diplomatic smile. "Today, we are sixty employees in this building, but we prepared space for two hundred."

Margareta Jonilson

Mogens Faurholt, Executive Vice President of Ericsson's Lithuanian company, places high hopes on cooperation with the newly privatized Lithuanian telecom company Lietuvos Telekomas.

Photo: Elisabeth Ohlsson

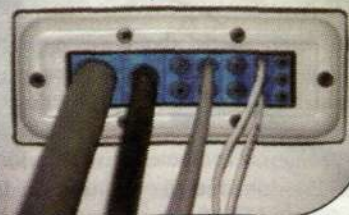


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AT ERICSSON

■ This is a selection of vacancies within the Ericsson corporation. They are published in the electronic News system, which is being updated once a week.

For further information about advertising here, send a memo to LME.LMEJOB.

Contact No. 15 1998

Updated October 12

Ericsson Communication Software Research & Development(Shanghai), Co. Ltd.

LONG TERM CONTRACT FOR:

TEST SUPPORT/ TROUBLE SHOOTER

Ericsson Research & Development (R&D) center in P. R. China has now been in operation for one year. The R&D Company focus is on development of telecom and data-com products for the Global and the Chinese markets.

The company, based in Shanghai is in a period of ongoing expansion of both local and expat staff. We will be around 80 SW-designers by the end of 1998 and will reach a level of 100 during 1999. Our task is to work with design and verification of software products for fixed and radio networks with our main responsibility in the field of Access products including Internet Access.

● We now have a position open for a Test Support/Trouble Shooter on Long Term Contract. Your task will be to support projects in establishment phase with test competence in areas of test study and test analysis, and give trouble-shooting support to ongoing projects.

You have a degree in Bachelor of Science or equivalent. You have at least 5 years working experience in AXE 10 development environment and you are familiar with AXE design methods and tools which implies experience in CP/RP block design (C, C++ experience would be advantage).

You have good knowledge of AXE test methodology, test tools, testing experience in target and/or simulated environments and excellent trouble-shooting skills on AXE system.

Experience in design maintenance activities, AXE modification methods and tools, familiarity with AXE access products and a nearly experience in UML or SDL would be an advantage.

You should also have a good command of the English language and understanding of team working.

Key words about your personality are that you are outgoing and a catalyst, flexible with the ability to motivate and achieve results through others. Goal-orientation and taking pride in sharing knowledge are key factors for the success of our organisation.

If you are willing to take on new responsibilities, face a challenge and develop yourself, this is a very good opportunity.

Contact: Lorenzo Damjanic, Verification Manager E-mail: rdcloda@rdc.etc.ericsson.se Tel: +86 21 6237 5588 extension 21624 Simon Evans, Systems Manager E-mail: simon.evans@ericsson.com Tel: +86 21 6237 5588 extension 21620 Application: Lorenzo Damjanic, Systems and Verification Management E-mail: rdcloda@rdc.etc.ericsson.se

Ericsson Communication Software Research & Development(Shanghai), Co. Ltd.

SHORT TERM CONTRACT FOR:

SIMULATED FUNCTION TEST SUPPORT ENGINEER

Ericsson Research & Development (R&D) center in P. R. China has now been in operation for one year. The R&D Company focus is on development of telecom and data-com products for the Global and the Chinese markets.

The company, based in Shanghai is in a period of ongoing expansion of both local and expat staff. We will be around 80 SW-designers by the end of 1998 and will reach a level of 100 during 1999. Our task is to work with design and verification of software products for fixed and radio networks with our main responsibility in the field of Access products including Internet Access.

● We have a short-term position open for a Simulator Function Test Support Engineer. Your task will be to plan and establish environment and tool set for execution of basic, module and function testing in simulated environment.

You have to be a Technical Expert with 2-3 years development experience within AXE development environment and good knowledge of CP/EMRP development, methods and tools.

You have good knowledge of AXE test methodology, test tools, and test experience in target and simulated environments. Familiarity with AXE access products (especially hardware) and a nearly experience in UML or SDL would be an advantage.

The assignment will be for a period of between four to six months starting as soon as possible.

Key words about your personality are that you are outgoing and a team player, flexible with the ability to help and coach others. Goal-orientation and taking pride in sharing knowledge are key factors for the success of our organisation.

If you are willing to take on new responsibilities, face a challenge and develop yourself, this is a very good opportunity.

Contact: Lorenzo Damjanic, System Verification manager E-mail: rdcloda@rdc.etc.ericsson.com Tel: +86 21 6237 5588 extension 21624 Application: Lorenzo Damjanic, Systems and Verification Management E-mail: rdcloda@rdc.etc.ericsson.se

Ericsson Eurolab Deutschland GmbH, our young R&D centre located in Herzogenrath-Aachen, Germany offers the following position:

Due to the need for new challenging projects in the AXE Mobile Core we are looking for an

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● REQUIREMENTS: Bachelor of Engineering degree with specialisation in telecommunications, or equivalent. Four years work experience in technical aspects of telecommunication. Three years proven experience in project management. Good knowledge of PROPS, project planning, budgeting and management methods. Good knowledge of mobile telephone systems and Ericsson business practices would be an advantage. Resourceful, flexible, initiative, good communication, cooperation skills and a good ability to work under pressure are important personal qualities. Traveling is a natural part of the job. Fluency in written and spoken English is required.

Furthermore you should have strong interest in people and be willing to develop as a leader.

MAIN TASKS: Lead a large mobile telephone system project with full responsibility for fulfillment of Ericsson commitments to our customer.

The Project Office is located at Ericsson Eurolab Deutschland in Herzogenrath, Germany. The position reports directly to the Manager of the AMC Project Office

Contact: Human Resources Simon Seebass, Dial: +49-2407-575-163, Memo-id: EED.EEDSIMS AMC Project Office Imo Freese, Dial: +49-2407-575-469, Memo-id: EED.EEDIWF

Ericsson Telecommunications Romania S.R.L - ETR

SENIOR TECHNICAL MANAGER TO ROMANIA

Ericsson Telecommunications Romania (ETR) has today 220 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. 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 a Senior Technical Manager to our Core Three Team for Mobifon. Your responsibility will be to advise and support the customer when it comes to its continued expansion plans.

You will ensure that our offers are the best solutions for the customer. In addition, you are supposed to continue to build up the technical function such as introducing routines, processes, transfer of competence to the local staff, and training them in order to take over the responsibility.

We are looking for somebody with a solid technical education and with experience from mobile telephony. You should have good knowledge of all GSM products and services. You can work independently, you take initiative

and you communicate well with others. You are used to working at a high speed and you make your decisions quickly. You must have a commercial understanding and you must be a good representative of the company. Good spoken and written English is mandatory.

Contact: Moncef Mettiji Key Account Manager +40 92 250 000 or Pauli Liimatainen Resource Manager +40 92 357 015. Application: Mr Liimatainen, ETR.ETRPALI

Ericsson South Africa - HYDE PARK

SOFTWARE DEVELOPER

DEPARTMENT: APPLICATION DEVELOPMENT CENTRE (ADC)

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● An existing product developed for our customer needs to be customized or optimized to their requirements.

SKILLS REQUIRED: A thorough knowledge of ERLANG (programming). OTP knowledge essential. Good knowledge of SS7 and preferably Ericsson Infotech stack implementation. Ability to program towards interfaces. SQL

knowledge. USSD and TCP/IP knowledge would be an advantage. Solaris platform and OS. Excellent communication skills is essential because you would be involved in skills transfer. 3 years experience in Software developing. Excellent customer service skills. Ability to work under pressure.

This position is on a contract basis of up to six months.

Contact: esa.esashca.
Application: esa.esanara@mesmtpse.ericsson.se.

MET Ericsson, France

TECHNICAL DEPARTMENT MANAGER NEW OPERATORS

Business unit New Operator (NOP) at MET in Paris is a recently started. It is divided in two parts Commercial and the Product Unit. The Commercial consists of sales responsables and technical assistance. The Product Unit consists of Marketing, Customer Support and a Technical department with system expertise, verification, project management.

● For the Technical department a manager is needed to take the responsibility over the current 20 employees. The forecasts due to the high demand from New Operators on the recent deregulated French market is that the department will grow rapidly in the close future. The department is responsible for the planning, verification and network integration of AXE-10 and ANS products for new operators on the French market up to in-service date and thereafter for software upgrades of existing switches.

Customer contacts in before sales and/or during ongoing project is daily a part of the work. The manager is responsible for the planning of the department activities, resource planning as well as budget estimation and follow up. The position requires close cooperation with the Customer Support and Commercial department.

The position requires 5 years experience of verification or network integration, good organisational skills as well as high flexibility to adapt to urgent requests and new demands. Ability to communicate in a clear and correct way in English both orally and written is a must, knowledge of French is of big advantage. Preferably you also have experience of working in a multicultural environment.

Apart from Technical Competences in Test and System, You have a genuine interest in Managing a section with 20 persons, strong abilities in coordinating ac-

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Ericsson Belgium

FIELD SUPPORT CENTER SUPERVISOR

Field Support Centre is responsible for support of mobile and fixed networks in Belgium and Luxembourg. The position will be placed in Brussels.

● The FSC Supervisor should have the following profile: Broad technical experience, minimum 5 years. Field support experience. A solid AXE/Unix knowledge and experience with a minimum of three years of working with Customer Support. Knowledge of APZ/IOG. Ability to handle urgent SW problems (trouble shooting). Familiarity with MHS. Customer and process oriented/structured. Good communication skills in English.

You need to be flexible and able to work under pressure applied by very demanding customers. Travelling is

a part of the job. You are customer and team oriented with proven capabilities to transfer knowledge to local staff.

Duration of the assignment is at least 12 months. Please apply with your CV summarising your background and experience.

TRANSMISSION SUPPORT ENGINEER

● Ericsson Belgium in Brussels has a vacancy for a Transmission Support Engineer.

Main responsibilities: Trouble-shooting activities on/off site regarding Minilinks, Netman, DXX, DXX NMS, HW/SW upgrades. Participate in the on-call 24 hours schedule to handle emergency situations. Test/Demo/Implementation of new features and services. Trouble report handling. Transfer of knowledge to local staff. Other tasks connected to support and supply.

Competence requirements: A solid transmission knowledge and experience, preferably in Customer Support but applicants with implementation experience will also be considered. Ability to handle urgent problems (trouble shooting). Familiarity with MHS.

You need to be flexible and able to work under pressure applied by very demanding customers. Travelling is a part of the job. You are customer and team oriented

with proven capabilities to transfer knowledge to local staff.

Good knowledge of spoken and written English is essential.

The contract duration is 1-2 years.

SWITCHING SUPPORT ENGINEER

● The Product Management group is responsible for not only SS, but also BSS and OSS products. Due to the departure of the current incumbent upon the completion of the contract we are looking for an experienced Product Manager to continue to support the Customer Unit for the range of DSA products.

The responsibilities cover product management activities for our customer unit covering DSA products, currently including MSC/VLR, HLR, AUC as well as the promotion of MIN, VAS and data comm services. You will be required to support our customer unit in their network planning and dimensioning activities, and to support our local staff's development into product management positions.

YOU: You will have at least five years experience in the GSM SS area, with some Product Management experience. Your skills should also include knowledge of network planning, dimensioning and capacity calculations. Experience from the data comms and applications areas

will be an advantage in positioning the Customer Unit for the evolving market.

A customer focused attitude as well as the ability to work in teams is required. You will be expected to take initiative and be willing to expand into new product areas. Good verbal and written communication skills, and a flexible and open attitude to different cultures is a must.

Contact: Dan Dia-Tsi-Tay, Account Manager, Memoid: EHK.EHKDDTT, E-mail: Dan.Dia-Tsi-Tay@EHK.ERICSSON.SE, Tel: +852-2590 2362 or Chris Guthrie, Product Manager, Memoid: EHK.EHKCGU, E-mail: Chris.Guthrie@EHK.ERICSSON.SE, Tel: +852-2590 2430. Application: Vikki Lee, HR Manager, Memoid: EHK.EHKVKIL, Fax: +852-2590 7138.

Ericsson Radio Systems AB

TOTAL PROJECT MANAGER (TPM) FOR TELECOM -99 IN SWITZERLAND

Are you ready for a true challenge being in the forefront? Then you can take on the task as TPM for Telecom -99, the telecom's Olympics that are run every fourth year.

● This means: Manage the extended Field trial (FOA) for GPRS in time for T-99 in October -99. Assure that the agreed GPRS applications are in place. Introduce other applications to be presented during the fair incl. possible demos of e.g. UMTS and E-commerce.

All of the above tasks imply a very close collaboration with the rest of the EAS account organisation as well as with Swisscom Mobile and relevant organisations in Sweden respectively.

Profile: You should have well proven general management and project management experience being able to work in a multicultural, multilingual, virtual environment always seeking to motivate your team to excel. You should preferably have worked in the product unit environment having very good inroads into RMOG, knowing the processes and people. A good commercial mind set and "customer experience" is foreseen. Good knowledge in German is a plus, fluent English given.

Time frame: October -98 for ~1,5 years Place: Bern, Switzerland

Contact: Christer Svanfelt, Head of the Swisscom Account Phone +4131 998 35 13 Memo EAS.EASCRS e-mail: christer.svanfelt@eas.ericsson.se or Peter Iten, Head of Human Resources EAS Phone +41 1 805 33 06 Memo EAS.EASPEI e-mail: peter.iten@eas.ericsson.se

Ericsson Australia Melbourne, Australia

INTELLIGENT NETWORKS SYSTEM ENGINEER (ASAC)

This is a great opportunity to join a dynamic new business area that is enjoying rapid new growth.

ASAC (Advanced Services Application Centre) is a fast growing area within Ericsson Australia, working in the development of Network Intelligence and IT based services and applications.

Principal customers are BN's Network Intelligence product area, RMOG, the Asia-Pacific region and the local EPA customer divisions. ASAC is an ideal area for staff skilled in telecommunications to start moving into Information Technologies while still making use of telecom's principles and skills.

ASAC is located in Melbourne Australia. It currently has 55 staff with in excess of 80 expected during 1999.

● Due to this growth, we are seeking applications from staff with excellent system engineering skills to become a member of the ASAC team. You should have several years experience in the IN area and be able to do both technical investigations, and tech coordination of design projects

Your major responsibilities would be: Pre-studies. Feasibility studies. Tech-coordination of IN design projects. Requirement discussion with customers and product management. Mentoring of more junior staff

Prerequisites: Mandatory: Good IN system knowledge, SCP, SSP INAP, CS1. Good general Telecommunication knowledge. Excellent written and verbal communication. Good team skills. Dynamic and result driven.

Preferred: Good knowledge in TCS, Signaling or Charging. Good knowledge of SMAS or SDP. Infocom/IT experience.

Don't miss out on this great opportunity to join a new dynamic business area that is growing very fast, and is at the cutting edge of technology.

Contact: Maria Elmgren, EPA.EPAMIE, epamie@epa.ericsson.se, phone +61 3 9301 4601. Application latest 981023: Leonie Cordell, EPA.EPALEC, Ericsson Australia Pty Ltd, P O Box 41, Broadmeadows, VIC 3047, Australia.

Ericsson Taiwan Ltd.

CME 20 BSS PRODUCT MANAGER

● Manage and maintain CME 20 Radio Product information, both general (i.e. Marketing Manual) and

Performance

MT9074 E1/T1/JT1 and MT9075B E1 single chip transceivers offer you a world of possibilities.

Mitel Semiconductor's single chip transceivers provide a reliable, flexible solution for primary rate digital communications around the world. The MT9074 E1/T1/JT1 chip offers highly featured E1, T1 or Japanese T1 framing and LIU modes, which can be software selected without the need to change line transformers. The E1 functionality is also available as a pin compatible MT9075B.

The T1 mode offers a range of framing options such as D4, ESF (with Japanese variants) and SLC-96. E1 framing options include PCM 30 and CRC-4 multiframing. Both modes provide comprehensive diagnostic capabilities such as error insertion and error counters, per channel QRS/PRBS insertion and monitoring, and six types of loopback. HDLCs are provided for both maintenance and D-channels.

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specific to local conditions. Co-ordinate and minute monthly meetings with the customer covering new products, services, customer concerns and functional requirements (i.e. MRD status), etc. Provide assistance to customers in the preparation of MRD's (Market Requirement Description). Prepare or assist in preparation of offers. Prepare and make presentations Customer on CME 20 BSS products. Provide RMOG with regular updated information on the local market conditions. Advise RMOG and manage Product related visits to MLC/LC and the Customer. Does marketing communications for technical sales support, and customers relations on products. Responsible for the final parameter settings in the system, the radio part. Provides the Radio System Impact document to the customers and FSO. Advises customers on the impacts of new product packages to their third party systems.

QUALIFICATION: University degree or above major on EE or computer. At least 3 year product marketing experience on CME20 BSS fields. Good technical and product knowledge of CME 20 BSS fields. PC literacy, particularly Microsoft Word and Excel. Negotiating and communication skills. Able to communicate concisely in writing and speaking in English.

Contact: Genevieve Lu, ERT.ERTGELU.

Ericsson GmbH, Germany

In the CME20 SS Product Line Configuration Management Section (EED/X/SO) has the central Test Configuration Management Responsibility for development projects from TG1 to GA of CME20 SS releases. We are now looking for candidates to fill the position of:

TCM PROJECT MANAGER CME20 SS R8 INDUS

● Your main tasks are planning and coordinating all TCM activities for the industrialization project. These activities include Data Transcript, Dump Assembly and Test Network Configuration, ASSpecification, Program Production, Parameter Administration, MHO Administration, and Library Specification and Production. You will work closely with the CSS and AMC design and function test project leaders as well as the overall CME20 SS project manager.

You ... have AXE competence as designer, tester, or in TCM, have previous line or project management experience (desirable), have strong organization, planning, coordination, and communication skills.

Contact: Simon Seebass Human Resources
EED.EEDSIMS +49 2407 575163 or Dan
Grinstead EED/X/SOC EED.EEDCGR +49 2407
575 341

Ericsson Eurolab's "Product Line Configuration Management Section (EED/X/SO)" has the central Test Configuration Management (TCM) responsibility for CSS and AMC development projects from TG1 to GA or CME20 SS releases, and support for design maintenance and PLM activities after GA. We are now looking for candidates to fill the position of:

GROUP MANAGER - STE SUPPORT GROUP

● The Simulated Test Environment (STE) Support group provides STE coordination and test support with emphasis on STE to CSS and AMC function test projects and design maintenance activities. The group's tasks are primarily technical coordination, testing support, and methods and tools strategies. Your key responsibilities will be to plan and coordinate the activities of the group, ensuring: tool vendors meet our requirements, support is provided for all applications and project phases, and follow-up of all tasks and commitments.

You have AXE design and/or testing experience, a good understanding of STE tools and methods, and strong organization, planning, coordination, and communication skills.

For more information about the STE Support Group and this position see the group's home page at: <http://www.eed.ericsson.se/services/eed-x-s/o/soz/Welcome.html>. If you're the right person for this challenge,

Contact: Human Resources Simon Seebass
Phone: +49-2407-575-163 Memo: EED.EEDSIMS
E-Mail: eedsims@eed.ericsson.se or
Section Manager Dan Grinstead Phone: +49-2407-
575-341 Memo: EED.EEDCGRE-mail:
eedcgr@eed.ericsson.se

Nippon Ericsson, K.K.

MARKETING & SALES OF SERVICE SOLUTIONS IN JAPAN

The business for Ericsson in Japan is growing. At present we are about 700 employees, approximately one third is expatriates. Presently there are two companies established, Nippon Ericsson NRJ and Ericsson Mobile Communication EMJ (JV).

Our mission is to identify new business opportunities for Customer Services for our existing and new CMS 30 customers. This involves a business mentality and an aptitude to create and seize opportunities in a very fast and dynamic environment.

● Your role is to develop new business opportunities and carry out marketing activities to our customers. This includes product offering, customer negotiation and creation of commercial contracts.

These activities shall be conducted in harmony with the cultural bounds and be consistent with our business processes.

The position requires co-operation between different organisational units throughout RMOJ.

Skills & abilities required: You are positive, independent and self-motivated with a very strong interpersonal and communication skills.

You have a university degree, preferably M.Sc. or MBA (or equivalent), with a minimum of three years experience in the telecom, service or consulting business. Fluency in English is required and Japanese is a plus.

Contact: Jaime Cordova, phone +81 45 475 6293, fax +81 45 475 0451 Bo Eriksson, phone +46 8 4048336 e-mail: bo.eriksson@eraj.ericsson.se Application:

Ericsson Radio Systems AB JHS Gunilla Åsberg, 164 80 STOCKHOLM

Ericsson GmbH, Düsseldorf, Germany - EDD

CUSTOMER SERVICES MARKETING & SALES MANAGER -

As Customer Services is taking off within Ericsson GmbH, Germany intends to lead the way. Working with Customer Services Marketing & Sales for Ericsson in Germany will only apply to those who seek a new challenge and who want to take part in changing our business formula. In addition to supporting the Sales process you will give input and actively support the Customer Services Product Management Process. Furthermore you will be working in a stimulating and highly motivated team.

● Requirements: We are looking for people with vision, enthusiasm and creativity.

You are outgoing, independent with a strong interpersonal and human communication skills enabling to build good relations. A broad but not deep technical knowledge will be useful as well as a Marketing and/or Sales background.

You should have fluent German and English language

skills and be familiar with normal Microsoft Office products.

Contact/Application: Bengt Wattenström, tel 49 211 534 - 1652 Bettina Karsten, tel 49 211 534 - 1412
Ericsson GmbH Personalabteilung Fritz-Vomfelde-Straße 26 D-40547 Düsseldorf, GERMANY

Ericsson Eurolab Deutschland GmbH, our young research & development centre in Herzogenrath-Aachen offers the following vacancy:

The AXE Mobile Network department, within our AMC System House, will reinforce our Test unit for the AXE Mobile Core (AMC). The AMC consists of the core subsystems that are common to the mobile applications CME20, CMS30, CMS40 and CMS88.

● The Test unit will have as main responsibilities to perform verification of the AMC product components and have an active role in AMC customer support activities. The unit will furthermore also be responsible for verification project both on main (AMC) as well as subproject level. These projects perform in an international and intra-cultural environment and is covering a vast range of development areas at the leading edge of technology, such as



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Tel: +1.805.782.4500
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teana_fredeen@ziatech.com

USA CENTRAL REGION

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SYSTEM TEST ENGINEERS

● Your main authorities and tasks are to perform System Integration Test of AMC products. This includes activities like Load test, Stability test, Robustness test and Accuracy test. Main areas are today IN, Datacom and ISDN. You will work with the definition and execution of SIT as well as trouble shooting on the faults found.

As a suitable candidate you have good knowledge of mobile telephone systems, you are flexible, show initiative and have good communication & cooperation skills. The ability to work under pressure is also an important personal quality. Furthermore, fluency in written and spoken English is required. Experiences from System Verification/Test are a clear advantage.

Contact: EED/H/R, Simon Seebass, Memo-Id: EED.EED-SIMS, Dial: +492407 575 163 or EED/U/TVC Mats Erlandsson, Memo-Id: EED.EEDMERL, Dial: +49 2407 575 635 For more information see: <http://www.eed.ericsson.se/international/amc>.

Ericsson Telecommunications Ltd, UK

Ericsson is a world leading telecommunications supplier. With over 100,000 employees applying their expertise in more than 130 countries, we are the world leader in digital mobile telephony systems and, together with mobile phones, these totalled more than 50% of our orders and sales last year. Our advanced products can be found at the heart of telecommunications networks world-wide.

● At Ericsson's UK cellular design centre in Guildford the current focus is on the development and support of software for GSM, PCN, TACS and other cellular standards. As technological front runners for the rapidly developing global cellular market, we are constantly winning major new contracts. The continued growth in the market means we have set up further Design Offices in Warrington and Burgess Hill. We have opportunities for the brightest, most talented Systems Specialists, Software Engineers and Testers who possess the skills and abilities to make a difference.

BSS SYSTEMS DESIGN: SENIOR DESIGNERS & TECHNICAL SPECIALISTS

Guildford, Surrey, UK.

Career opportunities for Senior Designers and Technical Specialists exist in our BSS Systems Design

Group in Guildford. All positions are at a senior level with a competitive salary. The BSS Systems Design Group works in two main areas:

GSM PROJECT ACTIVITIES

● Depending on experience, successful applicants will either be involved in the execution phase of a current project or will move directly into pre-study work of a future project. Candidates must have 5-10 years GSM knowledge with experience of the complete project life-cycle. Must have experience in real-time software development.

FUTURE TELECOMS PLATFORMS & APPLICATIONS DEVELOPMENT

● Successful applicants will be involved in the development of the next generation of advanced telecommunications platforms and applications. Candidates must have the ability to work at a conceptual level but also work with prototypes and simulations. They must have a broad telecommunications knowledge including data and mobile systems. Candidates must also have 5 years+ relevant real-time software development experience. Experience of GSM is essential. IN would be an advantage. Experience of commercial issues would also be advantageous as some of the roles will involve liaisons with commercial functions or customers.

Please mark CVs "BSS SYSTEMS" and indicate which work area interests you most, if you have a preference.

EXPERIENCED & GRADUATE SOFTWARE DESIGNERS & TESTERS

● Guildford, Surrey, UK. Warrington, Cheshire, UK. Burgess Hill, West Sussex, UK.

Career opportunities exist in Guildford, Warrington and Burgess Hill at all levels. Key areas of importance lie in the development of our GSM system, primarily in Mobile Intelligent Networks, the Base Station Controller and in the continued development and support of our TACS system. Knowledge of GSM, Intelligent Networks, ISUP or C7 signalling would be a distinct advantage.

A competitive salary and benefits package, together with the chance to work as a member of Ericsson's global product team, mean that these are important opportunities for people skilled in these fields.

Take this opportunity to make yourself heard as a member of our Software Design team.

Application: Ms Jo Howat, Human Resources Officer, Ericsson Ltd, Cellular Systems Division, Midleton Gate, Guildford Business Park, Guildford, Surrey, GU2 5SG. Telephone: +44 1483 305163 Fax: +44 1483 305090 Email: etl.etljobs@memo.ericsson.se

Ericsson Australia Pty. Ltd

WANTED: ENGINEERS SUPPORT, DT, INSTALLATION

Services Australia would like to announce an exciting opportunity to be part of a Melbourne based team working on major regional mobile contracts. This Ericsson project makes available to you the opportunity to work with technology leaders and the latest mobile networks.

● Have you ever wanted to visit and work in Australia? If so this is your chance.

This huge Services Australia project requires experienced staff for the following disciplines:

Install Testers, Installation Engineers, Data Transcript Engineers, Support Engineers.

Contracts available exist for late 1998 and beyond.

Contact: Pauline Mooney, memo EPA.EPAPNM Application latest 981030: Pauline Mooney, EPA.EPAP-NM.

Ericsson Erisoft AB, Radio Quality Information Systems, Regional Office, Kuala Lumpur, Malaysia

Our mission is to provide operators and vendors with TEMS-products for commissioning, troubleshooting and optimization of the air interface for all major digital standards, and to become the leading supplier of products in this area.

Our strategy emphasises active marketing and product development through increased knowledge of our customers needs. And we are continuously evaluating new technology and new platforms to provide the best possible solutions and a complete product offering.

TECHNICAL SALES/MARKETING ENGINEER

● EPL/RQIS Regional Office - Kuala Lumpur, Malaysia. We are increasing our marketing efforts in the Asia Pacific region with priority given to the Chinese market.

To help us to meet our goals, we are looking for an engineer with an interest in sales and marketing to join our team in Kuala Lumpur.

You will be marketing our products/systems towards new as well as existing customers including technical presentation either alone or together with colleagues from EPL and/or engineers from the Ericsson local companies.

You will report to the Regional Manager.

Your work will lead you into daily contact with our customers and colleagues in the region which requires skills in spoken and written English. You should be used to working in teams as well as take the initiative to meet our common goals.

Good knowledge of GSM systems, preferable of the radio part of the system. Knowledge of TEMS test tools would be a plus.

The contract period will be initially one year. We would like you to join us as soon as possible in Malaysia.

Contact: Olav Thorsen, Regional Manager, Memo: ETO.ETOOT Phone: +60 3 708 7090, Fax: +60 3 708 7089, Mobile: +60 12 200 1194 Or Kari Korkala, Phone +46 920 202817, Kari.Korkala@lu.erisoft.se, Application: Sales/Marketing engineer Ericsson Erisoft AB Box 920971 28 LULEÅ

Ericsson Data Malaysia

SAP R/3 CONSULTANTS ASIA PACIFIC

Ericsson Data in Malaysia looks for experienced SAP R/3 Consultants to be the key players in building the Ericsson SAP Competence Centre in the Asia Pacific region.

● We believe that you have worked as a Business Consultant, Project Manager or Applications Consultant in the SAP R/3 area for a few years and feel it is time for a true challenge (probably) far away from your current workplace. With your background we expect you to have a broad and deep knowledge about R/3 and that you have the ability to share your knowledge with others.

We also expect that you are a person that, get things done, work very well with other people (as well as on your own) and enjoy working in a demanding but positive environment. That you are fluent in English and prepared to travel.

You will be working in three main areas: SAP R/3 implementation projects. Competence development of others. Establishment of the Ericsson SAP Competence Centre in Asia Pacific.

The placement of the positions will be in Kuala Lumpur in Malaysia. Are you interested?

Contact: Mikael Hansson on mobile +46 70 591 73 02 or email mikael.hansson@edt.ericsson.se Memo ID: EDT.EDTHAMI Or Björn Taube on mobile +46 70 662 03 45 or email bjorn.taube@edt.ericsson.se Memo ID: EDT.EDTBJTA Or Wong Pooi Yin on phone +603-7087112, email ecmwp@xchg.emy.ericsson.se Memo ID: ECM.ECMWPY

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CONSUMER E/CAB N° 2

PLANNING OF SS7 SIGNALLING NETWORKS

– is a new two-day course focusing on the structuring and dimensioning of SS7 signalling networks used in PSTN, ISDN, PLMN and IN applications. Additional aspects, such as the required number of nodes in a network and the size of the group switch and type of APZ in the exchanges, are also discussed and calculated in case studies and using a specially adapted Microsoft® Excel tool.

For more information, please call +46 8 719 9222 or visit www.mv.etx.ericsson.se

Internal Training Marievik

More about trunk signalling at PU Network Signalling:
<http://webse1.lmf.ericsson.se/Department/TT/puns/>

ERICSSON

System Resources for product line CMS99

In the 1800's, a strange invention was made, which enabled people to talk to each other over a long distance. It was called telephone and fascinated a young Swedish man - Lars Magnus Ericsson.

He dreamt of starting his own workshop, believing that the existing telephone could be made a little better. In 1876 his dream became reality in a little one-room apartment in Stockholm. Today Ericsson is a world leader in telecommunications. About 100'000 people work for Ericsson in 137 countries, but we still need some more.

If you are interested in this position offered below, we would like you to know that Ericsson's very advanced technologies have only one objective: to make it easier for people to communicate.

Wherever they are, whenever they want.

The new Business Centre, Mobile Switching System within Ericsson Software Technology, EPK, is looking for new employees to enhance its competence within the new product line CMS99, the Combined Gateway.

You will have the opportunity to work in a dedicated and hard working organisation. Together with product line CMS45/89 we have established the new Business Centre at EPK since 1 July 1998.

Ericsson Software Technology is a software company within Ericsson with 1 500 employees and premises in Karlskrona, Ronneby, Hässleholm, Malmö, Linköping and Stockholm.

The Combined Gateway Organisation

INTRODUCTION

The Combined Gateway is a new switching node that optimises the gateway layer of a mobile network and provides interrogation capabilities towards different mobile applications (NMT/GSM in the first phase). As system responsible for the node, a number of new roles/functions must be covered.

PRODUCT STRUCTURE

The Combined Gateway Node, CMS99, have a unique AXE number, AXE 106 24 containing (in phase 1):

■ Core XSS	C/APT 210 25
■ GSM XSS	1/APT 210 25
■ RMP	APT 301 05
■ SYSOMAM	APR 101 11
■ FOAM	APR 101 14
■ SSFAM	APR 101 15
■ MIGAM	APR 101 25

ROLES/FUNCTIONS ON CGW LEVEL

AXE System Expert

The AXE system expert handles AMC core products and platform:

- APZ
- RMP
- XSS
- AMTP, APSI

As a suitable candidate you are an Ericsson employee with very good experience in the area of switching systems. Further more you should be familiar with AMC and good knowledge of mobile telephone systems.

Being initiative, self-driven and showing good analytic abilities as well as good communication skills are important personal qualities.

Source System Responsible

The source system responsible is responsible for specification work on AXE and node level and the CNI-board/CNI-handling including new products, product substitution and product phase out.

As a suitable candidate you are an Ericsson employee with some design experience and good knowledge of AXE product specification work and AXE product structure. Further more you should be familiar with AMC.

Being initiative, self-driven and careful as well as market orientation and good communication skills are important personal qualities.

NMT Application Responsible, System Design

Good knowledge of routing functionality and MUP signalling within CMS 45/89. Application responsible has good general knowledge of ISUP and other telephony signalling systems. You will also work with OPM support on new products.

As a suitable candidate you are an Ericsson employee with at least three years of design experience in the area of switching systems. Further more you should be familiar with AMC.

Being initiative, self-driven and showing good analytic abilities as well good communication skills are important personal qualities.

GSM Application Responsible, System Design

Good knowledge of routing functionality and MAP signalling within GSM. Application responsible has good general knowledge of ISUP and other telephony signalling systems. You will also work with OPM support on new products.

As a suitable candidate you are an Ericsson employee with at least three years of design experience in the area of switching systems. Further more you should be familiar with AMC.

Being initiative, self-driven and showing good analytic abilities as well as market orientation and good communication skills are important personal qualities.

For more details contact:

Klas Nyström, phone 08-864 53 89,
E-mail: klas.nystrom@epk.ericsson.se
Anders Yderborg, phone 08-864 52 98,
E-mail: anders.yderborg@epk.ericsson.se
Johan Agneus, phone 08-864 58 12,
E-mail: johan.agneus@epk.ericsson.se

ROLES/FUNCTIONS ON MIGAM LEVEL

APR Migam Responsible

APR responsible for the MIGAM has the following overall responsibilities:

- APR system architecture and product structure
- APR system operation and maintainability
- APR system documentation

As a suitable candidate you are an Ericsson employee with at least three years of design

experience in the area of switching systems. Further more you must be familiar with AMC and good knowledge of mobile telephone systems. Knowledge of ISUP signalling, CMS45/89 and CMS8810 is of a clear advantage.

Being initiative, self-driven and showing good analytic abilities as well as good communication skills are important personal qualities.

For more details contact:

Klas Nyström, phone 08-864 53 89,
E-mail: klas.nystrom@epk.ericsson.se
Johan Agneus, phone 08-864 58 12,
E-mail: johan.agneus@epk.ericsson.se

Test Leader/ Tester/Trouble Shooter

As a test leader/tester/trouble shooter your main tasks include support to the maintenance team and to the development projects.

Your first job will be to join the test team building up knowledge of the target environment for the Combined Gateway projects. This environment consists of 10 different nodes (CGW, GSM, TACS/NMT, HLR's, VMS and BGW).

As a suitable candidate you are an Ericsson employee with at least three years of test experience in the area of switching systems. Further more you should be familiar with AMC and good knowledge of mobile telephone systems. Knowledge of ISUP signalling, CMS45/89, CMS8810 and TTCN or MGTS is of a clear advantage.

Being initiative, self-driven and good communication skills are important personal qualities.

For more details contact:

Klas Nyström, phone 08-864 53 89,
E-mail: klas.nystrom@epk.ericsson.se

Please send your application and CV to:

Ericsson Software Technology AB
Personal, Box 518, S-371 23 Karlskrona

job@epk.ericsson.se



Make yourself heard.

ERICSSON 

Ericsson Eurolab

The main responsibility of the training department is to support EED in its ongoing process of building up the technical competence of its internal staff.

Senior Training Engineer - Internal Training - Project-No. 01/198

The main tasks in this position will include:

- Provide professional technical training
- Development of training products
- Support competence build-up in international project activities

As a suitable candidate, you have a solid technical education and good experience in Mobile and/or Fixed Networks, S/W Maintenance and/or Testing and APZ (IOG, CP). You have already prepared and held courses about Ericsson products, especially AXE10 including AXE10 Survey, -Platform, -Testing & Operation courses.

You should also be familiar with project work.

We require excellent communication skills in English; knowledge in German would be an advantage but is not a must.

Team and result orientation, initiative and self-motivation are also important personal qualities. Furthermore, you need a strong interest in people and be absolutely service-minded.

Please contact:

Human Resources Simon Seebass MEMO: EED.EEDSIMS Dial: +49 2407 575 163	Manager Training Carsten Bruns MEMO: EED.EEDCAB, Dial: +49 211 534 1010
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AXE Mobile Core (AMC)

The AXE Mobile Core (AMC) System House at location Herzogenrath/Aachen is responsible for development of core products used commonly by all Ericsson digital mobile systems i. e. CME20 (GSM), CMS30 (PDC), CMS40 (PCS) and CMS88 (D-AMPS).

Our AMC System House at EED consists of the AMC operations and the design & test department.
The AMC operations department is overall responsible for all activities from requirement management to integration test at our 15+ design centers working for AMC.

We are organized into product-, systems-, project-, quality- & methods-management.

We also have an AMC lab group responsible for pre-development and prototyping.

The AMC design & test department (former TCS) is responsible for development within product area traffic control and overall for function and system integration test activities within AMC.

Process Engineer

Project-No. 14/198

The main responsibilities are the improvement of work processes within the AMC organization and monitoring the usage of the AXE 108 methods in projects.

The position is located at Ericsson Eurolab Deutschland GmbH, Herzogenrath, and reports to EED/U/OCC.

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.

If you have questions and/or are interested, please refer to your colleagues until the 15.10.1998:

Please contact:

Human Resources Simon Seebass Dial: +49 2407 575-163 Memo: EED.EEDSIMS	Manager Methods & Quality AMC Andreas Blecke Dial: +49 2407 575-394 Memo: EED.EEDANB
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SYSTEM TEST ENGINEERS

Proj.-No.: 31/98

These projects perform in an international environment and cover a vast range of development areas at the leading edge of technology, such as ISDN, IN and Internet access. You will work with the definition and execution of SIT as well as trouble shooting on the faults found.

Your main authorities and tasks comprise:

- Definition of the prerequisites to perform a verification of the test object on AMC level in both target and simulated environment.
- Performance of the test execution and reporting of the result verification.
- Trouble shooting.

As a suitable candidate you have good knowledge of mobile telephone systems, you are flexible, show initiative and have good communication and cooperation skills. The ability to work under pressure is also an important personal feature.

Furthermore, fluency in written and spoken English is pre-requisite. Experiences from System Verification/Test are of clear advantage.

Please contact:

Human Resources Simon Seebass EED.EEDSIMS +49 2407 575 163	EED/U/TC Mats Erlandsson EED.EEDMERL +49 2407 575 635
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PC-XSS Support
Proj. No.: 08/398

Running PC-AXE 106 Mobile, PC-XSS 210 25 as well as overall technical coordination of the projects in AMC are responsibility areas of the AMC system groups.

To be able to handle all the responsibilities assigned to PC-XSS, there is a need to involve one additional person that could support the chairman and in the long run take over the responsibility for PC-XSS.

PC-XSS is an inspection forum with the following purposes:

- maintain XSS (APT) system properties and structure
- ensure that uniform solutions are implemented in XSS
- handle allocation of functionality to products
- act as a decision making body when a number of PC-ANTS cannot come to a common decision
- handle allocation of functionality to products

We are looking for an AXE SW designer with at least 3 years experience, who is interested in developing the overall system competence and is interested in leading and driving an inspection forum. As a suitable candidate you have good communication and cooperation skills and are able to understand complex technical problems.

You should be flexible and cope with a dynamic environment. A first experience in UML or SDL would be an advantage.

We are looking for a designer with 2-3 years of experience preferably in the AXE 10 area. Furthermore, fluency in written and spoken English is required.

Please contact:

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AXE10 DATACOM ENGINEERS
Proj.-No.: 16/398

The border between telecommunication and data-communication is becoming more and more diffuse. AMC needs to strengthen the competence in the datacom area focusing especially on mobile interworking and TCP/IP. We need a person to represent AMC on the system level and to contribute to the evolution of datacom within AXE10.

Your responsibilities would be to perform datacom system studies, investigations and to develop datacom strategies. Some of the results could then be objects for prototyping in a lab environment. You will cooperate with colleagues within the Mobile Applications, PN and UAB.

We are looking for a system or software engineer with at least 4 years of Ericsson experience, preferably TCP/IP and/or mobile Datacom experience.

Please contact:

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AXE10 SYSTEM DESIGNERS
Proj.-No.: 21/398

AMC System activities are steadily growing, mainly due to fixed mobile convergence. To meet this challenge we need to expand.

We are participating in early project phases and are performing pre- and feasibility studies.

We are also evaluating new technologies and perform tasks which require high competence and professionalism.

To strengthen our capabilities for this type of system work, we are looking for an experienced system designer with more than 3 years of Ericsson experience in AXE10 design.

We are particularly interested in candidates who can provide significant competence in one or more of the following areas: AM System development, Signalling, Data Communication, O&M, Resource Module Platform, Hardware Modernization, PDC system, D-AMPS system. Due to the type of work performed, some travelling may be necessary.

Please contact:

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Strategic Product Manager
Proj.-No. 20/398

The Strategic Product Manager will be responsible for the product planning of product areas concerned as: ISDN Access (PRA, BA, V 5.2, ...), Network Signal.

Within product planning, you define the direction of the development of the AMC products based on your assessment of the competitiveness and economical performance of the product over the entire life-cycle.

You inspect requirement specifications and approve function specifications. For your product area(s) you prepare the financial frame agreements with the Local Design Centers and order the development and maintenance work of AMC products. Review of the financial agreements proposed by other business units is also included.

As a suitable candidate you should have a technical background with at least 3 years of job experience, preferably in systems design and/or project management.

Please contact:

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AXE10 SOFTWARE DESIGNERS
Proj.-No.: 34/98

AXE Mobile Core TCS development is responsible for design and maintenance for subsystem TCS within AMC and function/system test for AMC. We are participating in the execution phase and performing feasibility studies. To strengthen our capabilities in this area we are looking for an experienced SW designer in the AXE 10 area. You should be familiar with PLEX design methods and be able to perform technical studies as well as preparing technical documentation.

Your main tasks comprise ...

- overall responsibility for MSC/VLR function test activities;
- involvement in related projects like AMCPH7 and GDB R9.

As a suitable candidate you have:

- profound project management experience;
- broad competence in the area of Circuit Switching and its environment;
- the ability to work under pressure and to meet the tight deadlines.

Total Project Manager for CSS/GSM R9
Proj. No.: 52/98

GSM/CSS R9 will be Ericsson's GSM delivery for the year 2001, containing development for the traditional GSM customers, satellite operators, GSM-Railway and most likely first parts of the 3rd generation system UMTS.

As TPM R9 you will be responsible for the GSM switching system development project from pre-study until general availability. This covers the relevant node-level projects (e.g. MCS/VLR, GDB, SOG/BGW) as well as ordering responsibility from our associated projects from e.g. AMC and UAB. The project will conclude at GA after INDUS and FOA activities on our various markets.

The project volume is expected to be in the magnitude of ca. 600 - 800 kmh, excluding associated projects.

Project Manager R9 MSC/VLR
Proj. No.: 54/98

You will be responsible for the MSC/VLR project from TG1 (feasibility study) up to MS 10 (system release). The MSC/VLR project will be the biggest node level project belonging to CSS/GSM R9.

The project volume is expected to be in the magnitude of ca. 200 - 300 kmh (excluding associated projects).

Please contact:

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Circuit Switching Systems (CSS)

Your CSS System House at location Herzogenrath/Aachen is part of the huge GSM family and involved in nearly all activities from requirement definition to customer supply and support around the Circuit Switching System (CSS) of AXE/CME20:

- Systems Design and Operational Product Management (EED/X/D)
- CSS/GSM Project Office (EED/X/R)
- Software Design for MSS and MMS (EED/X/P)
- INDUSTRIALIZATION, Test Configuration Management, Product Line Maintenance (EED/X/S)
- World Class Provisioning of GSM products (EED/X/T)
- Software Supply and Support (EED/X/Y)

System Engineering and Product Management

Migrating from GSM to the Future
Proj.-No. 07/398

We are working in the area of GSM 900,1800 and 1900 systems. We are looking for people who like to design the evolution of our GSM markets to the next generation of networks in a responsible position.

We are the right place for business-oriented system engineers that like to work for UMTS, Internet networks, GSM systems and mobile data. You directly control the next version of Ericsson's products in the mobile world market. You are responsible for European standardization (ETSI) and you join also sales teams in Europe and middle East to boost Ericsson's market success.

Suitable candidates are familiar with system engineering of 3-5 years of AXE. Being a technical coordinator, project leader, doing marketing descriptions, giving customer presentations and doing technology evolution in the forefront of telecommunication development should give you the fun professional life has to offer.

You should enjoy to work on an entrepreneurial basis and have the ability to set the right priorities within an everchanging environment.

Business trips to European standardization gremia, Stockholm as well as to customer sites will enrich your day to day life.

Please contact:

Frank Adelhardt, tel +49-2407-575-287, eadad@eed.ericsson.se;	Section Manager Dan Grinstead Phone: +49-2407-575-341 Memo: EED.EEDCGR E-mail: eedcgr@eed.ericsson.se
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Andreas Thuelig, tel +49-2407-575-246,
eodant@eed.ericsson.se; **Human Resources** Simon Seebass, Human Resources, tel +49-2407-575-163, eedsims@eed.ericsson.se. |

The CME20 SS „Produkt Line Configuration Management Section (EED/X/SO)“ has the central Test Configuration Management Responsibility for development projects from TG1 to GA of CME20 SS releases.

We are now looking for candidates to fill the positions of

TCM Project Manager
CME20 SS R9/AMC7 Function Test
Proj.-No.: 24/398

Your main tasks are planning and coordinating all TCM activities for the function test project.

These activities include Data Transcript, Dump Assembly and Test Network Configuration, AS Specification, Program Production, Parameter Administration, MHO Administration, and Library Specification and Production.

You will work closely with the CSS and AMC design and function test project leaders as well as the overall CME22 SS project manager.

You...

- have AXE competence as designer, tester, or in TCM,
- have previous line or project management experience (desirable),
- have strong organization, planning, coordination, and communication skills.

TCM Project Manager
CME20 SS R8 INDUS
Proj.-No.: 23/398

Your main tasks are planning and coordinating all TCM activities for the industrialization project.

These activities include Data Transcript, Dump Assembly and Test Network Configuration, AS Specification, Program Production, Parameter Administration, MHO Administration, and Library Specification and Production.

You will work closely with the CSS and AMC design and function test project leaders as well as the overall CME20 SS project manager.

You...

- have AXE competence as designer, tester, or in TCM,
- have previous line or project management experience (desirable),
- have strong organization, planning, coordination, and communication skills.

Please contact:

Simon Seebass Human Resources EED.EEDSIMS +49 2407 575 163	Dan Grinstead EED/X/SDC EED.EEDCGR +49 2407 575 341
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IN Specialist
GLOBAL Support for the No.1 AXE application
Project -No 17/398

The Product Line Maintenance section takes central responsibility for the worldwide CME20 Switching System. It is considered as the primary competence centre for CME20 SS.

We have accepted the responsibility to verify IN solutions in a CME20 SS environment, providing high quality loadfiles to our customers.

Group Manager

STE Support Group
Proj.-No.: 26/398

The Simulated Test Environment (STE) Support group provides STE coordination and test support with emphasis on STE to CSS and AMC function test projects and design maintenance activities.

The groups tasks are primarily technical coordination, testing support, and methods and tools strategies.

Your key responsibilities will be to plan and coordinate the activities of the group, ensuring:

- tool vendors meet our requirements,
- support is provided for all applications and project phases, and
- follow-up of all tasks and commitments.

You have AXE design and/or testing experience, a good understanding of STE tools and methods, and strong organization, planning, coordination, and communication skills.

For more information about the STE Support Group and this position see the groups home page at: <http://www.eed.ericsson.se/services/eed-x-s/o/soz/Welcome.html>.

Please contact:

Human Resources Simon Seebass Phone: +49-2407-575-163 Memo: EED.EEDSIMS E-mail: eedsims@eed.ericsson.se	Section Manager Dan Grinstead Phone: +49-2407-575-341 Memo: EED.EEDCGR E-mail: eedcgr@eed.ericsson.se
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Human Resources
Simon Seebass
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EED/X/SLC
Thomas Busch
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Experienced Troubleshooters
GLOBAL Support for the No.1 AXE application
Project No 39/98

The Product Line Maintenance section takes central responsibility for the Worldwide CME20 Switching System. It is considered as the primary competence centre for CME20 SS.

Our strong resources reflect our responsibility for troubleshooting and testing on system level. Your contribution to the Help Desk team is:

- Excellent testing and trouble shooting experience in Mobile AXE switching systems and their latest developments
- Commitment to provide solutions to our customers
- Team spirit

You have AXE design and/or testing experience, a good understanding of STE tools and methods, and strong organization, planning, coordination, and communication skills.

For more information about the STE Support Group and this position see the groups home page at: <http://www.eed.ericsson.se/services/eed-x-s/o/soz/Welcome.html>.

Please contact:

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Tester Product Line Maintenance (PLM)
GLOBAL Support for the No.1 AXE application
Project No 18/398

The Maintenance section takes central responsibility for the Worldwide CME20 Switching System. It is considered as the primary competence centre for CME20 SS.

We have accepted the responsibility to verify solutions in a CME20 SS environment, providing high quality loadfiles to our customers.

Your contribution to the AC Testing team is

- minimum 3 years testing experience in AXE mobile switching systems
- good system overview
- focus on our customers concerns

Join us, develop your skills and secure your future with the CME20 Switching System Product Line Maintenance team.

Opportunities for travel, networking, personal and technical development are outstanding. Watch yourself make a global impact with your efforts.

Please contact Person

Human Resources Simon Seebass EED.EEDSIMS +49 2407 575 163	EED/X/SLAC Nasser Farhadi EED.EEDNF +49 2407 575 409
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General Packet Radio Services (GPRS)

The System House GPRS (General Packet Radio Services) at location Herzogenrath/Aachen is responsible for the development, verification, support and supply of products in the field of GPRS.

GPRS is aiming for the combination of data communication and mobility. GPRS is currently standardized as an extension of GSM.

The department EED/D is responsible for the development and maintenance of the GPRS core systems OMS and PMX and for the GPRS applications VLR, SMS and PTM.

The unit Product & Operations (D/P) just recently got the assignment to build up the Central Configuration Management (CCM) for Ericsson's GPRS products.

Senior System Designer GPRS
Proj.-No. 69/98

We are looking for Senior System Designers who

will enable us to enhance and extend our current GPRS Phase 2/UMTS standardization activities and system design of the GPRS Support Nodes (SGSN and GGSN). This task comprises:

- support for Ericsson's ETSI delegates within the Ericsson-wide standardization projects and active participation in ETSI as an Ericsson representative
- analysis of ETSI change requests
- support and influence of the design project with respect to the latest developments in ETSI
- support of internal customers and local product management
- investigation of the current development in IETF in order to actively influence the development in UMTS at an early stage

As a senior system designer you need a proven, solid background in the technical principles of GSM. Of special importance for this position is a good understanding of the GSM circuit switched data services and preferably also Direct Access and GPRS. Experience with typical datacom protocols such as IP, TCP/UDP, HTTP, PPP, DHCP, RADIUS, RSVP, etc. would be beneficial.

Since this task requires extensive contacts to Ericsson internal personnel and to external customers and competitors, you need very good communication and negotiation skills as well as a good command of the English language. An already well established personal Ericsson network will support you to fulfil this challenging task.

Please contact:

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Senior Software Designers GPRS
Proj.-No.: 168/97

The main tasks for the position are: either design of the GPRS bearer service (SMS, VLR, class A/B mobile support) or O&M product development (OMS,PMX).

The job is performed in teams with a large degree of responsibility and authority, comprising all parts of the product life cycle from early requirement analysis up to maintenance after GA. There will be a close cooperation with the I&V subproject at EED. Thus, we have the opportunity to see our products being integrated and verified in the real GSM datacom network.

As the GPRS organization is still rather young, there is the freedom to be pioneer for processes, system architecture, usage of programming languages and platforms. On the other hand, we have well defined projects and clear delivery deadlines for our assignments.

For the GPRS bearer service, the languages ERLANG, C and JAVA are used. O&M applies C++, JAVA, ERLANG and the CORBA architecture.

We are looking for persons with proven experience in the technical domain and a strong team orientation. A solid SW engineering background is a requirement. Either local or expat contracts can be offered for these positions.

Please contact:

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Location Herzogenrath/Aachen

Location Hildesheim

Location Nürnberg

Location Nürnberg

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Location Nürnberg

You have probably earlier experience from RF design. As Group Manager you will be responsible for your staff as well as for the tasks performed within your unit.

As a suitable candidate you are an Ericsson employee and you have strong interest in people as well as knowledge of general telecommunication. Good co-operation and communication skills are important personal qualities.

Additionally you should be team and result oriented, take initiative and have good self motivation.

Please contact:

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Ericsson Eurolab Deutschland GmbH is a young Research & Development center located in the middle of Europe. More than 1000 employees from about 30 different nations are working in 3 locations in Germany. Due to a continuous growth we have a number of new positions for experienced engineers.

www.eed.ericsson.se

Location Herzogenrath/Aachen

Location Hildesheim

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In order to understand the present, as well as the future, it is important to be familiar with one's past. Ericsson has a long past, stretching back almost 125 years, and much of it is preserved in the form of historical records now housed at the Stockholm Business Historical Society.



Alexander Husebye and Krister Hillerud, of the Stockholm Business Historical Society, enjoy working to the sounds of opera music during their daily rounds among the volumes and drawings. Photo: Mauro Rongione

Ericsson remembered

It is a motley collection of materials that fill the Stockholm Business Historical Society's facility in Stockholm. All kinds of businesses, from banks to book publishers, are included among the society's 160 corporate members. The purpose of the non-profit organization, founded in 1974, is to preserve historical materials on behalf of Swedish companies and organizations and to make those materials available for research.

The society has 13 employees, eight of whom are archivists. Their tasks include organizing the materials, all originals, and registering the minutes, photos, drawings, correspondence and more, in computer databases.

"Original historical documents confirm the existence of a company and contribute to strengthening its image. I view this historical documentation as a company's gold standard," says director Alexander Husebye.

Legal agreements

The society has, in addition to its cultural role, a rather important legal aspect attached to it.

The society houses guarantee commitments and contracts that, for legal reasons, need to be saved for a number of years. Otherwise, it is the company itself that de-

cidates what will be saved. That is why it is important to have a policy in this regard, according to the society.

Documents from 1876

Ericsson has been a member of the society since the 1980s.

"The contents of Ericsson's archive consist of three parts: an historical archive, where the oldest documents dating from 1876 are kept; a photo archive with glass plate positives and negatives; and a third archive with more recent materials," says Krister Hillerud, who oversees the registry of Ericsson materials.

The Ericsson collection is a gold mine, and not only for those who are interested in items pertaining to Lars Magnus Ericsson.

The collection also contains documents which reflect world events from a more intimate viewpoint than is provided by the news media. Krister pulls out a letter from Vietnam, written in 1961, where one can glean insights into the political events that preceded the Vietnam war.

A perusal of the materials shows that Ericsson has always been a company in change, continuously on the move. Export operations began as early as the 1890s and, by the turn of the century, Ericsson had developed plans to move its headquarters to

THIRTY KILOMETERS OF PAPER

The Stockholm Business Historical Society contains 4,600 square meters of storage space.

A total of thirty kilometers of paper is kept in storage here.

The society has 1.1 million photos and half a million drawings (everything from technical designs to fashion drawings).

Ericsson has a quarter of a million photos housed in the society's archive.

The Ericsson materials total approximately 1,500 linear meters.

St. Petersburg. The archival discipline at Ericsson was much better before, according to Krister Hillerud.

"There is a lot more 'junk' contained in the materials from the 1970s and 1980s," he says.

The society often receives visits from researchers, including economic historians. They are, however, first required to get permission from the company in order to use the materials for research.

Lotta Muth

lotta.muth@lme.ericsson.se

<http://www.foretagsminnen.se>

UPCOMING

Thursday, Oct. 22: Ericsson will submit its interim report for the third quarter.

Tuesday, Oct. 27-Saturday, Oct. 31: PT Expo Comm China in Beijing. Ericsson will be present.

Tuesday, Oct. 27-Thursday, Oct. 29: Ericsson Communications Conference. Professional communicators from around the world will gather in Paris to plan information strategies for the new Ericsson.

Monday, Nov. 9: Major informational meeting in Stockholm. More than 1,000 Swedish Ericsson managers will receive information on the new Ericsson and how it will be established.

Monday, Nov. 23: The new corporate management team will meet to follow up on the progress attained in implementing the new organization and work methods in the company.

UPDATES

Monday, Oct. 12: Ericsson held a press conference in Stockholm that was well attended by the press. Sven-Christer Nilsson presented the new corporate strategy, the company's new organization and the new corporate management team.

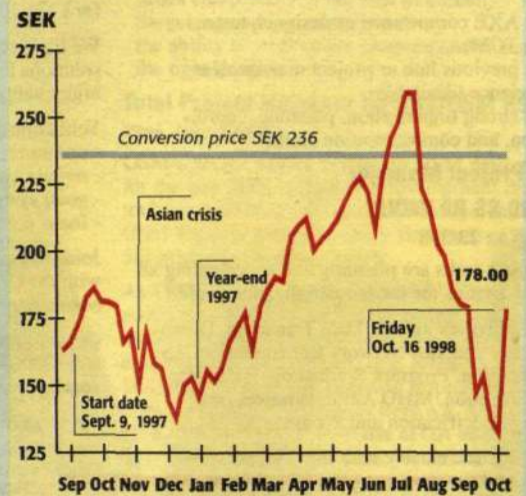
Monday, Oct. 12: Record-high jump on the Stockholm stock exchange. The increase in share price of 10.4 per cent can be largely explained by Ericsson's bold new growth objectives and the information given at the press conference. Ericsson's market value increased by SEK 54 billion after the share price rose by SEK 28.

NEW ASSIGNMENTS

Per-Arne Sandström will succeed Mats Dahlin as manager of the Mobile Systems - GSM, NMT, TACS business unit in Kista.

Bo Zaine will leave his position as manager of Ericsson in Kuwait to become manager of Ericsson in Pakistan.

THE ERICSSON B SHARE



An Extraordinary General Meeting of shareholders on September 9, 1997, approved a proposed convertible debenture program. The conversion period extends through June 30, 2003. For additional information, access the web site: <http://inside.ericsson.se/converti.htm>

