

# contact

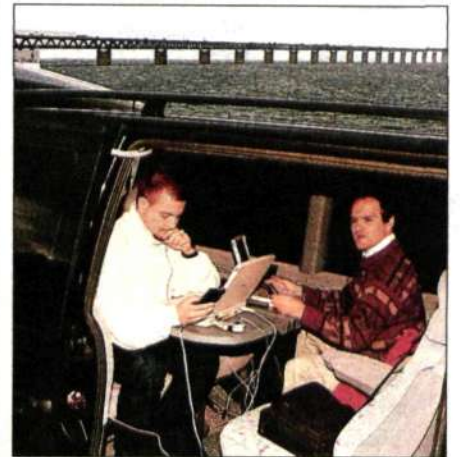


Stockholm 27/11  
Ericsson  
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It's just after 4 a.m. and you haven't yet been able to fall asleep. This scenario is becoming increasingly common. Stress often leads to trouble sleeping. Many Ericsson employees have stressful jobs and are seeking help at the company health services. One of the first steps to a better night's sleep is a good sleeping environment. Some simple advice is all that is needed in many cases. Photo: Gunnar Ask



## Top secret tests before launch

Ericsson's new mobile telephones and terminals are carefully tested before they are launched on the market. What most people don't know is that a special unit travels around the world testing the products in commercial networks from a customer perspective.

The dark van with the mysterious products inside has led to public curiosity as to whether it was a secret police force on special assignment.

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## Catching Zzz...leep

You've tried counting sheep, but to no avail. Despite the late hour, you're not even the least bit drowsy. The situation is familiar to many. Sleeping difficulties can be a sign of too much stress at work. Company health services are seeing an increasing number of patients with stress-related problems. A quick daily nap at your desk can sometimes be the solution. A good night's sleep is more important for health than researchers previously believed. Contact has met with the experts.

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## A good deal for Ericsson

Sales of the JAS 39 Gripen aircraft to South Africa is a good deal for Ericsson. The order is valued at between SEK 11-15 billion. Ericsson accounts for a major share.

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### NEWS

#### Dahlin's life in telecom

Mats Dahlin likes telephones and collects antique models. He has worked in the telecom sector his entire life. He now heads Ericsson's largest business segment, which is no small task.

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#### Turbulence in Indonesia

Business has gradually resumed for Ericsson in Indonesia, even though there is a long way to go before previous levels are reached. The office has been on alert during the recent upheaval in the country.

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#### Intriguing commercials

A series of TV commercials with the "Make yourself heard" theme are now being aired. All of them are based on unfinished stories and leave room for interpretation in that something important is said.

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#### Temps help out for Xmas

In order to meet deliveries for the Christmas rush, the Kumla plant in Sweden hires temporary personnel from other industries in the region, such as an automotive plant and a steel mill.

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#### FROM THE PAST

A loudspeaker phone in polished walnut was a high-status item in 1940.

One of the earliest of its kind.

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Ericsson in Hungary has its own art gallery and supports domestic artists.

## contact

The publication for Ericsson employees all over the world

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Mats Dahlin has worked at Ericsson for 18 years. In conjunction with the new organization, he was appointed executive vice president of the Network Operators and Service Suppliers business segment.

Photo: Peter Gunnars

# Mats Dahlin wants a customer focus

Growth and synergy are words Mats Dahlin emphasizes when he discusses Ericsson's largest business segment, Network Operators and Service Suppliers. It's all a matter of finding and blending the best elements of different parts of the segment and strengthening them, while not forgetting that the customer's preferences and requirements should be fundamental in all our work.

With sales growth of at least 20 percent, the task facing the segment is not insignificant.

"Yes, these are major tasks, but our capacity is also great, given our excellent product range, extremely broad customer base and skillful employees," says Mats Dahlin. He also points out that while the segment is familiar informally known as "Operators," the official name – Network Operators and Service Suppliers – shows that the customers include not only operators but also the service sector.

### Four different areas

The segment's operations are grouped in four areas – wireless voice communications, wireless data communications, wire-based voice communications and wire-based data communications. In the first area – wireless voice communications (mobile telephony) – Er-

icsson is a world-leader, a position we aim to maintain. In wireless data communications, major efforts will be made to make Ericsson a world-leader.

"In wire-based voice communications (fixed telephony), we are among the three largest in the world, a position we aim to keep while at the same time increasing our market share," says Mats Dahlin.

The strategy for the fourth segment area, wire-based data communications, is to become one of the three largest suppliers in the carrier-class segment, with high standards of quality, reliability and operating reliability.

Potential synergies from the coordination of fixed and mobile telephony are considerable, and there are plans to exploit them, not only in customer relations but also in development, production, deliv-

eries and service. Several activities are already under way, involving primarily the GSM, NMT, TACS, D-AMPS/AMPS and Public Networks business units.

Mats Dahlin believes it is important that management and employees cooperate to establish clear-cut goals, and give feedback both on negative and positive aspects of the operations. He also stresses individual employees' responsibility for their own skills development.

### Customer focus

"Fundamental to all business operations is a familiarity with one's customers, their requirements and preferences, the markets they operate in – and how we, through our expertise and experience, can develop solutions for them."

Mats Dahlin delegates readily. At the same time, he says he can be a demanding boss. He wants to see employees take their own initiatives and derives pleasure from seeing them rise to challenges and grow with them.

Gunilla Tamm  
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### MILESTONES

Mats Dahlin joined Ericsson in 1980 as a trainee, for a two-year course focusing on international marketing.

His first position was working with signal systems for railways, before he joined Ericsson Radio Systems and the newly created mobile systems division in 1984.

Since then, Mats Dahlin has worked with mobile telephony – from 1987 to 1991 in Montreal and subsequently in Dallas, up to June 1994, when he was appointed head of the North American operations of the GSM, NMT and TACS business unit of Mobile Systems, and moved to Kista (Stockholm).

In January last year, he was appointed manager of the GSM, NMT and TACS business unit.

In conjunction with the recent reorganization of the company, Mats Dahlin was appointed executive vice president of the largest business segment, Network Operators and Service Suppliers, and sits on the corporate executive team.

## Telecommunications are a major theme in his life

► Mats Dahlin likes telephones and collects older Ericsson models. Telephones and telecommunications are a major theme in his life. Both grandparents worked for the old public telegraph administration. Mats himself took a year off from his engineering studies to work as a telephone installer. His

immediate family – his wife, Rosita, 13-year-old daughter Isabel and 12-year-old son David – are very important to him. He likes to relax by doing manual tasks – last summer for example, he built a sauna at their cottage in the Stockholm archipelago.

Mats Dahlin's first choice in sports

is tennis, which he began to play as a small boy. Today, it's an interest he shares with the whole family.

Mats Dahlin feels the years he worked in Canada and the U.S. were essential for his own development. He learned something new in each new position, thereby broadening his knowledge and experience.

"I have also had the advantage of having great supervisors – people I could bounce ideas off, who let me make my own decisions and allowed me to make mistakes, to learn to do things right and go on."

Gunilla Tamm

# Back to business in Indonesia

**"We have no plans to leave Indonesia now," says Mats Olsson, president of Ericsson Indonesia in Jakarta, when queried by Contact about the situation in the country. "However, we are, of course well prepared for any eventuality."**

Once again, Indonesia has been rocked by demonstrations, looting and fatalities. Some analysts foresee the situation becoming as serious as during the riots in May, which caused enormous destruction. These forced the resignation of former president Suharto, and prompted the succession of B.J. Habibie. At that point, Ericsson temporarily evacuated 140 employees and their families to Singapore.

## Better information sources

"Our decisions are not based on what we see on CNN," says Mats Olsson. "We have better information sources of our own. But of course, it isn't easy to have an overview of everything that's happening in Jakarta – a metropolis of 11 million, spread over a very large area."

Mats explains that the situation became critical slightly over a week ago, following a parliamentary

meeting on reform proposals. Many people had been expecting more. Students began demonstrating and looting broke out.

"I was then in Singapore at a meeting with presidents of other Ericsson operations in Asia."

## A crisis team

Mats Olsson phoned Jakarta and directed Krikor Tashadian to lead the crisis team and prepare to respond to an emergency. Mats points out that Ericsson's commitment to the safety of its local employees, 25 percent of whom belong to ethnic minorities, is no less than for foreign employees on contract.

At the beginning of November, when the turbulence started, Mats ordered level-one alerts, which requires that all contract employees and their families get themselves ready to leave and pack one suitcase per person.

"We learned a great deal from the emergency evacuation in May. However, leaving our operations is both risky and expensive, and we'll only do so in an emergency."

High inflation and an increasingly weak economy have dogged the country throughout the year. However, there is still great potential in Indonesia, with its many islands



and 200 million inhabitants, 87 percent of whom are Muslims.

"Business was basically at a standstill during the first half-year, but we have gradually got on our feet again," says Mats Olsson. "Naturally, we have had to tighten our belt."

## Reduction of employees

During the year, the number of local employees was reduced from 500 to the current 300, and contract employees from 70 to slightly more than 20.

Although the overall market for

almost everything has weakened enormously, demand for mobile phones continues to be strong. This applies particularly to more expensive models. Here, Ericsson maintains good profitability.

The GSM network, which Ericsson built for mobile operator Exelcomindo, was the network that worked best during the May unrest, as was noted by, for example, the Asian Wall Street Journal. This network has also grown faster than others since May this year.

"On the last day of October, we signed cooperation agreements with five of the six new operators in conjunction with the distribution of new licenses," relates Mats Olsson. "This promised favorable future possibilities. We have fulfilled these agreements entirely using local resources."

Ericsson is currently working on a project for state operator Telcom, a project which has proceeded according to plan throughout the entire crisis year. It involves the construction of an access network financed by the World Bank – a genuine "survival project," according to Mats Olsson.

Thord Andersson

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**Mats Olsson is the president of Ericsson Indonesia in Jakarta. During the past year, the country's development has been marked by high inflation and an increasingly weak economy.**

Photo: Thord Andersson



## Reorganization spurred web site visits

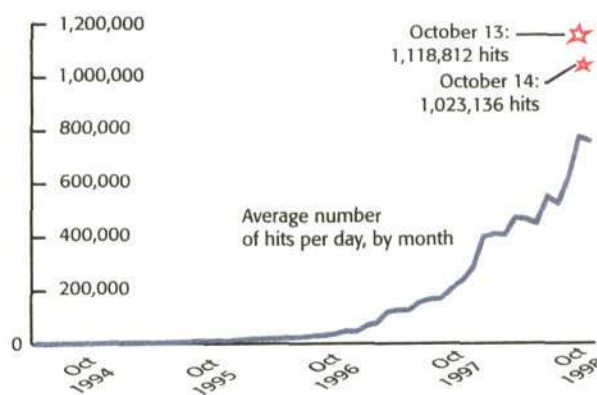
**Slightly more than 1.1 million surfers visited Ericsson's external web site on the day after the company announced the new organization and the new corporate strategies.**

That is one of Ericsson's highest number of visitors, slightly more than 30 percent above the average for last month. This past October's average number of visits

to Ericsson's external web sites was 760,000.

The numbers of visitors and data transmitted have risen sharply during the past two years. The number of hits on Ericsson's external web sites has increased from about 30,000 in October 1996 to 750,000 in October this year.

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## IN BRIEF

### A year 2000 help desk

► As a response to the many questions about the year-2000 problem – systems, products, production and infrastructure – Ericsson Data opened its "Millennium Support Center" in August.

This center is intended as the hub in a network of Ericsson millennium experts that serves as both a help desk and a routing center for year-2000 questions.

Those who have such questions should turn to their local help desk first. If they cannot solve the problem, the Millennium Support Center should be the next step.

Via its cooperation with the Global Help Desk, the center is available round the clock.

The Millennium Support Center registers, analyzes, prioritizes, resolves and coordinates all year-2000 cases, channeling them to the proper source of knowledge.

The center also collates "best practice," suggestions for improvements and information as to whether the external systems used by Ericsson will be able to handle the millennium shift.

Eva Andersson

### Honduras by express

► With just two days' delivery time, Ericsson in Mexico sent telecom equipment to disaster-hit Honduras.

A DRA 1900 system for 1,200 lines and an AXE exchange for 8,000 subscribers were delivered to the country via Mexican operator Telmex.

The equipment was financed by Telmex.

One-third of the Honduran capital of Tegucigalpa was destroyed by the ravages of Hurricane Mitch in late October and early November. According to official figures, at least 11,000 people were killed, while about a million were left homeless.

### Cisco praises the Internet focus

► The American computer networking company, Cisco, believes that Ericsson is headed in the right direction in its transition from telecom to datacom.

This is according to an article in the Swedish business daily, *Finansstidningen*. Cisco bases nearly all of its products on the same Internet technology as Ericsson.

"Ericsson is much better positioned for the future than, for example, Lucent. The acquisition of the U.S. company ACC confirms that Ericsson is on the right track, even though more steps of this type are necessary in order to succeed in the transition from telecom to datacom," says James Richardson, President of Cisco in Europe, the Middle East and Africa.

Ericsson has defined IP (Internet Protocol technology) as the key to success in data communications. Developments in this area have been at record speeds.

"One example is telephony over the Internet. It only existed as a test one year ago."

"Today it's being used in several places worldwide," comments James Richardson.

## IN BRIEF

## Ericsson to use global cash pool

► Dutch bank ABN Amro will become Ericsson's euro bank at the beginning of next year, when the new currency becomes official, according to recently signed letter of intent.

The bank will operate as a cash pool, handling the currency of Ericsson's European companies. The bank will also provide local payment services for Ericsson companies in Europe.

This is the first real global cash pool within Ericsson.

The arrangement gives Ericsson cost-sharing advantages in the handling of euro cash flows. The pool will benefit all Ericsson companies participating, primarily through reduced transaction costs.

Placement of all currencies into a common pool also provides equalization advantages.

## Two-year contract with Maxitel

► Ericsson has signed a contract with Brazilian operator Maxitel for construction of a turn-key wireless, digital D-AMPS IS-136 network. The network will provide coverage for the state of Minas Gerais.

The contract, worth USD 150 million, extends over a two-year period.

Ericsson now has more than a 50 percent market share of the new B-band wireless operators in Brazil.

Maxitel is a consortium consisting of the Italian Telecom Italia Mobile and the Brazilian companies Globopar, Brodesco and Vincunha.

## Wireless network in the Caribbean

► The operator Cable & Wireless has ordered a wireless IS-136 TDMA network for Jamaica and the Cayman Islands.

This is part of the company's strategy to expand its subscriber base, provide roaming services and offer fixed telephony voice quality transmissions to the region. The total value of the order is USD 30 million.

Cable & Wireless has a long history of operating mobile telephone networks in the Caribbean, including systems in Trinidad, Barbados and Panama.

## Phone Doubler in Sweden

► Ericsson has signed its first IP telephony contract with Swedish operator Tele2.

The Ericsson Phone Doubler service has been dubbed "Doubleline" by Tele2's IP telephony company, Call2Web.

Tele2's more than 300,000 Swedish customers have been able to subscribe to the Doubleline service since the beginning of October.

The new service makes it possible for subscribers to receive calls while simultaneously surfing the Internet.

In addition, Tele2's subscribers can make telephone calls via the IP network at a low cost.

# Turkish MINI-LINK sales increase

**Sales of MINI-LINK to Turkey have increased dramatically. The customer, mobile telecom operator Turkcell, has significantly increased its network expansion rate since clearing up licensing problems. During 1998, Turkcell became the third largest MINI-LINK customer.**

Turkcell began operation of its mobile telephone network in 1994. Today, it is the largest Turkish operator, with three times as many subscribers as its only competitor, Tel-sim.

Turkcell currently purchases all of its mobile system components from Ericsson, including base stations, switches and radio links to connect base stations. A general agreement for SEK 2.3 billion was signed by Turkcell in May of this year. It is a turn-key contract where the local company, Ericsson Telekomunikasyon, will deliver and install a complete system, ready for use by the Turkish operator.

### Licensing problem

Until now, Turkcell's network has grown at a relatively slow rate. Problems in obtaining licenses from the Turkish authorities have delayed more rapid expansion. This conflict was resolved last spring, however, and now the network is expanding at a furious rate – a fact that has not gone unnoticed at Ericsson Microwave's radio link unit which, during 1998, made large deliveries of MINI-LINK.

"MINI-LINK sales to Turkey and Turkcell have grown almost four-fold compared with past years," says Reidar Takvam, outgoing marketing manager for Turkey at the



Deliveries of MINI-LINK to Turkey have almost quadrupled during 1998. Today, Turkey is the radio link unit's third largest market.

Photo: Thord Andersson

radio link unit. "Currently, Turkcell is the unit's third largest customer, and Turkey, as a whole, is one of our largest markets along with Germany, South Africa, Spain and Brazil."

Various market factors have set the pace for Turkcell's expansion. One is to reach as many subscribers as possible, as rapidly as possible, before another operator establishes itself in the Turkish market. An additional two licenses are in the works and the Turkish telco – which has not entered the Turkish mobile market – is also considering

building a GSM 1800 network.

"Turkcell has a very tight timetable," says Mats Holg n, acting marketing manager for MINI-LINK in Turkey. "The expansion is proceeding rapidly and the network is growing at a surprisingly fast rate, despite the fact that pre-paid subscriptions have not yet been introduced."

### Continued rapid expansion

So far, there is no slowdown in the number of orders from the Turkish operator. Large portions of Turkey still lack coverage and Reidar Tak-

vam believes there will be continued rapid growth.

"We are looking forward confidently to 1999 when the next phase of expansion begins. So far, we see no limits for our MINI-LINK deliveries."

The network is expected to have a total of 2.5 million subscribers by the end of the year. And bidding for a third GSM license in the country, this time in the 1800 MHz band, will provide further opportunities for Ericsson in the Turkish market.

Niclas Henningson

## Ericsson ready for new Chinese demands

**Chinese authorities have issued a directive to the nation's telecom operators to prioritize domestic suppliers of telecom equipment. With its local presence, Ericsson has long been prepared for this new order of business.**

The purpose of the directive from the Chinese Interior Ministry is to build up a large-scale domestic telecom industry which could eventually export equipment. Chinese operators are now being encouraged to purchase equipment from domestic suppliers whenever possible.

### Reduced sales

Recently, international newspapers have been reporting that the decision could mean reduced sales for telecom suppliers such as Ericsson. Kurt Hellstr m, executive vice president of the Asia and Oceania market area, does not consider this new directive a threat to Ericsson's future in China.



Chinese telecom operators are being encouraged to purchase telecom equipment from domestic suppliers. Photo: Lars  str m/V rldsbilden

"For many years, we have contributed to China's efforts by increasing competency and building up the country's industry. Through our eight joint-venture companies, we are conducting both research and extensive manufacturing within the country," says Kurt Hellstr m.

Now, at a time when China needs help from foreign companies to develop their domestic industry, this new directive means a moratorium on the establishment of any new joint-venture companies within the telecom industry. That could negatively affect several of Ericsson's competitors, since many of them

do not currently have a strong local presence in China. Chinese authorities recently summoned all established joint-venture companies inside the country to a presentation of the plans for local production of telecom equipment.

"We have said that we can produce the volume that is required and have presented plans for how we can increase local production, distribution and development through our joint-venture companies," says Kurt Hellstr m.

### World's largest market

Ericsson received its first contract in China already back in 1892. The first mobile telephone contract was signed in 1982 and, in 1992, Ericsson established the first joint-venture company in the country. Today, China is the world's largest GSM market as well as Ericsson's single largest market.

Nils Sundstr m

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South Africa opted for the JAS 39 Gripen jet fighter – a deal that could be worth as much as SEK 15 billion.

## JAS a good deal for Ericsson

**South Africa intends to purchase 28 Gripen fighter aircraft in a deal worth between SEK 11 and 15 billion.**

**This is good news for Ericsson, which supplies the electronics systems for the JAS 39 Gripen.**

**The deal may also involve investments in South Africa.**

Last week, it was announced that South Africa had opted for the Swedish jet fighter, JAS Gripen, now that the country has reached the final phase of its investment plan.

The real work has now begun, with final negotiations on prices, delivery times and industrial cooperation. The objective is to reach an agreement by March 1999.

Ericsson Microwave Systems AB and the joint venture company, Ericsson Saab Avionics, together

account for almost a quarter of the final order value. Systems computers and nose radar system are being developed at the Flight Radar division of Ericsson Microwave. Ericsson Saab Avionics is among other things responsible for the extensive presentation system in the cockpit.

The plane differs in a number of ways from the one already purchased by the Swedish air force. The radar system's protection against interference must be adjusted, for example.

### Staying power

"This is international recognition for Gripen that will pave the way for future international cooperation," says Henrik Brehmer, information officer at Ericsson Microwave Systems AB.

"It is a wonderful deal. Doing business with South Africa will give us greater volume and staying pow-

er for our continued export operations," says Lars Karlén, manager of Ericsson Microwaves' Flight Radar division.

### Continued development

For Ericsson, the Gripen order means that Ericsson Microwave has secured the volume for its production process and can continue to expand and take on new employees. This also means an increase in opportunities for the development of Ericsson's radar technology, which in the future will be of significance for the third-generation mobile system.

Together with this deal comes industrial cooperations in a lot of areas. This concerns mainly civilian and military investments by companies, which, like Ericsson, belong to the Investor Group.

"We are discussing the possibility of locating a certain amount of

radar component production in South Africa with local partners. This does not concern large components," says Henrik Brehmer. "If South Africa decides to order 28 Gripen aircraft, this will mean a long-term commitment for everyone involved, commencing in the year 2002. It is estimated that delivery will take place between 2008 and 2016. In addition, it is reasonable to suppose that the customer will require service and upgrades for a number of years beyond."

"We are not cheering yet, but reckon that we can celebrate having made a good start," says Henrik Brehmer.

"An important partial victory has been won," says Lars Olsson, information officer at Ericsson Saab Avionics.

Lena Widegren

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## Rolf Skoglund to leave at end of year

**Just over a year ago, Rolf Skoglund was appointed Senior Vice President of corporate information systems and technology. He will leave the company at the end of this year.**

In the new organization, IT issues will be the responsibility of Björn Boström within the corporate function Product Supply and IT.

Many of the most difficult upcoming IT questions in the coming period will be linked to product supply and that is why responsibility for IT has landed there.

"I was attracted to this job because I wanted to work on the management team of a Swedish company and be able to promote IT matters. I understand Sven-Christer Nilsson's approach regarding the

new organization, but for my part, I have decided to leave Ericsson now, since my role has been changed," says Rolf Skoglund.

Skoglund will continue until the end of the year.

"I announced that I would be leaving, so that there would be time to find a replacement, in order to maintain the favorable development of IS/IT operations," he says.

There has been a great deal of speculation in the press surrounding Rolf Skoglund's departure. This has included the claim that the choice of IT system, SAP R/3, was the reason for his resignation. In fact, the decision to opt for SAP R/3



Rolf Skoglund

had been made before he started and has, therefore, nothing to do with this matter. In addition, Ericsson is now able to see the positive results of the SAP investment, such as in the Consumer Product segment.

Rolf Skoglund believes that 1998 has been a major year for IT at Ericsson.

"We have created an infrastructure that will survive a good way into the next century. It no longer matters where in the world operations are for them to be able to have adequate access to the Ericsson network. This has been made possible by hubs in Kuala Lumpur, Dallas and Stockholm. The standardized desk-top environment, ESOE, is another project established during 1998. In addition, the e-mail system, Outlook, has become standard

throughout Ericsson during the year. I am satisfied that we have managed to come this far," says Skoglund.

He also believes that many of Ericsson's large IT projects will progress to an implementation and administration phase and that it is now fitting to hand over the job to someone else. Skoglund's departure is a personal decision.

"We in corporate management regret that Rolf Skoglund is leaving Ericsson, but we respect his decision," says Ericsson's Senior Executive Vice President Carl Wilhelm Ros. "He has been a great resource for IT development in the company. We will continue to develop the projects which he has established."

Patrik Lindén

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## IN BRIEF

### New GSM system a guardian angel

► Ericsson has presented a new positioning system for GSM telephones. This system, which is called MPS (Mobile Positioning System) makes it possible to locate mobile telephones via the mobile network and is particularly useful for contact with emergency services.

The advantage of the system is that it may be used with all normal GSM telephones. It requires no new hardware or software in the phone. It uses, instead, the existing functions in the GSM network. MPS measures the time it takes to send a signal between the phone and the base station.

Since the base station's position is known, it is possible to find out exactly where the phone is.

One of the reasons that Ericsson has produced MPS is that U.S. authorities are demanding that all emergency calls from mobile telephones should be possible to trace to within 125 meters.

The European Standardization Institute (ETSI) and its American equivalent, the American National Standards Institute (ANSI) are to produce a joint standard based on the Ericsson system. The system will be tested by Telia of Sweden and SOS Alarm (Swedish emergency services) this winter.

Lotta Muth

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A new positioning system for the GSM network can be used to locate people involved, for example, in a road accident.

### Combating fraud in Malaysia

► Ericsson has signed its largest service contract to date for maintenance and operations. The customer is Malaysia's largest mobile telephony operator, Celcom, which has purchased a solution that will prevent illegal access to the telecom network. This is a major breakthrough for operators of ETACS (Extended Total Access Communications Systems) networks. The agreement is worth more than USD 10 million.

The solution is designed to prevent criminally minded individuals from accessing a network using falsified telephone numbers or subscriptions, and thereby avoid paying for the call. The solution that Celcom has purchased from Ericsson includes a product called PhonePrint, developed by U.S. company Corsair. PhonePrint is based on a technology called Radio Frequency Fingerprinting, which distinguishes between fraudulent and legitimate signals.

In addition to maintenance and operations of the PhonePrint service, Ericsson will handle all system operation and support for at least one year.

Footnote: ETACS is a standard for mobile networks developed in the U.K. Its 15 million users are mainly found in Europe and Asia. Ericsson has delivered TACS and ETACS networks to 13 countries.

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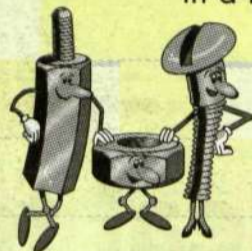
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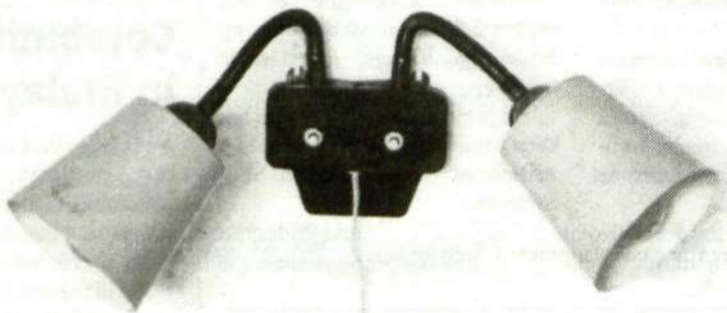
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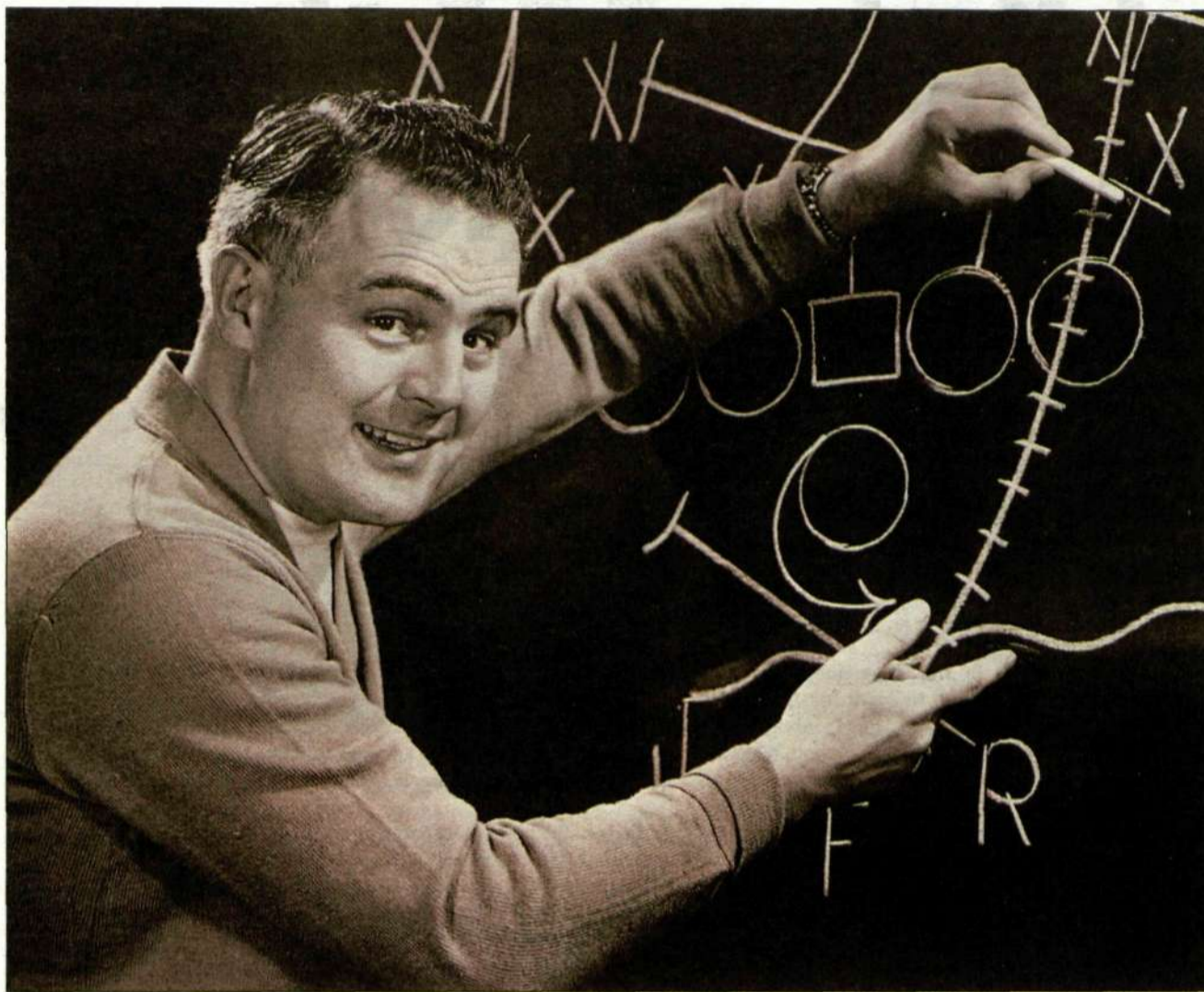
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The new organization is starting to take shape. More and more names are being entered into the organizational chart.

# Who's who in the new organization

Since the San Diego meeting, there has been a flood of organizational announcements. More and more appointments have been made to vacant positions. Here, Contact will attempt to provide a summary of who will be responsible for what.

Work on the reorganization of Ericsson is in full swing. On November 23, corporate management and the implementation team provided an overview of the changes that will take effect by January 1999.

Many news items regarding the organization have also recently been presented on the intranet.

The Enterprise Solutions business segment, which is led by Haijo Pietersma, has presented seven members of its management group, with Göran Wågström as acting manager of the Ericsson Business Consulting business unit and Lars E Svensson as manager for the Enterprise Systems business unit. No new manager has yet been named for the Wireless Office business unit.

## Market areas complete

The Europe, Middle East and Africa market area, headed by Jan Wäreby, will conduct business starting mid-November from Telefonplan in Stockholm and will move to London in mid-1999. The management group is made up of twelve persons, including the company presidents of the six strongest European markets.

The corporate office for the Latin America market area is to be located in Miami and will begin operations during the first quarter of 1999. As in the other market regions, work will be managed by a small staff. The market region's president, Bengt Forssberg,

will control operations together with nine others appointed to the management team.

The Asia and Oceania market area will open the doors of its corporate office in Hong Kong in early 1999, under the management of Kurt Hellström. Some functions will be located in Singapore, namely the finance unit, project finance and research and development.

In the North America market area, Skip Speaks has been appointed manager of the new unit called the Network Operators Group, which will manage business with both network operators and service providers.

## New office in Boston

The creation of the Datacom and IP Services business unit in Boston has been confirmed. It will be headed by Michael Thurk. Part of its operations will be located in Stockholm, with Curt Möller as manager and Staffan Lindholm responsible for IP services.

Included in the Network Operators business segment is the AMPS/D-AMPS business unit, managed by Björn Olsson. The business unit consists of three product units, two of which are new. Michael Gallagher will be head of the Mobile Switching product unit, while Urban Fagerstedt has been appointed manager of the new Radio Network Products unit. Ulf Avrin heads the Wireless Applications & Services product unit, which already existed.

The development of new mobile phones and terminals in the Consumer Products business segment has meant creating a new research and development organization with three units. The unit responsible for the development of GSM telephones will be managed by Mats Lindhoff, who will also be

acting manager of the wireless data activities. Tord Wingren has been appointed head of development for a series of new products, including WCDMA, Bluetooth and DECT. The unit is called New Systems.

## Corporate functions take shape

Ericsson's new organization comprises six corporate functions in various areas. A special unit is to be created for Sweden within the corporate function for personnel. Bo Lindgren has been appointed head of this unit, which starts on January 1, 1999. In the market areas, Stellan Nennerfeldt will be responsible for personnel matters in Asia and Oceania, Marita Hellberg for the Europe, Middle East and Africa market area, Teresa Pippin for North America and Antonio Reus for Latin America. Additional staff have been appointed to the various business segments and an expert unit has been created with responsibility for leadership, industrial relations, etc.

Torbjörn Nilsson is Senior Vice President of corporate function, marketing and strategic business development. The management group for this corporate function has also been presented. Rolf Granström is responsible for corporate market coordination, Göran Nordlundh for IPR and licensing, Björn Troili for matters concerning telecom regulation and Inger Högberg for strategic planning. Torbjörn Nilsson is managing the areas of business analysis, branding, marketing communications and strategic business development.

Nils Sundström

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http://inside.ericsson.se

COLUMN



Per Zetterquist

## The real work lies ahead

Two months will soon have passed since the presentation of our new organization. Frantic activity has dominated the company since then. First, there was the job of providing information about the changes, before the task of implementing them could begin. But this is not the case throughout the organization. Many employees feel unaffected by "the changes." At first glance, the new organizational structure doesn't directly affect everyday life. Business is as usual. The sensible manager sees no reason in rocking the boat and worrying employees unnecessarily.

The sensible manager doesn't believe that the new salary philosophy affects his or her employees. It is the same when it comes to the thinking behind a clearer targeting process, in which bonuses and salaries are set according to achievements. Nor does the sensible manager believe that our new recruitment policy focusing on top global talent will affect his or her own operations.

The above opinion may seem like a tease. Of course it does. It is every bit as obvious as the number of people saying that the changes don't affect them or their work. Their own areas have simply moved sideways a little, so that they can fit into the new structure. There may be many explanations for this attitude, one of which is certainly that the information material produced for the San Diego meeting was inadequate in showing exactly how the new organization and its basic principles would differ.

## Just the tip of the iceberg

With this in mind, I dare claim that the organizational changes are just the tip of the iceberg in something that will emerge as a radically different Ericsson. We are only focusing on the tip of the iceberg because it is tangible and must be in place by January 1, 1999.

But what will we do on January 2? Will it all be finished by then? Will the customers embrace us even more? Will the 20 percent growth happen by itself? Will we automatically attain the required cash flow?

These are rhetorical questions, but they show how important it is that we don't simply believe that the change is primarily about the implementation of new structures. The greatest change lies in our way of acting and thinking. The great change lies in the process of defining accountability and trust. This is understood by those who have heard Sven-Christer Nilsson share his management philosophy, as well as those who have taken a closer look at the meaning of "stronger corporate directives." It will be noticeable when we set up targets and establish incentives with a much clearer link to achievements than has previously been the case.

## Independent of organizational structures

We are striving for a new culture that will be created over the long-term and is independent of organizational structures. Having the correct values and behavior – and a common understanding of our business environment – will enable us to continue to be successful and grow. Then we will have an organizational structure to act within. This structure will, however, continue to develop in order to live up to the rapid changes within our environment.

It is still vital to have the new organization in place by the new year. We will manage it, even if much remains to be clarified. An important milestone in these efforts is the corporate management's transition review at the end of November.

The great challenge facing the organization and the managers is making change an ever-present process, in which we continuously strive to be at the forefront of the new telecom world. This is work that has to go on every day. It isn't something that can be done using an overhead presentation at a department meeting. It might get things off to a good start, but then the rest remains – and that is something that concerns us all.

Per Zetterquist is information officer in the new group created to facilitate the change process in the new organization.

## IN BRIEF

**Violence against women targeted**

► Violence against women and children is unfortunately all too common in many countries. Earlier, Ericsson in Canada teamed up with operator Rogers Cantel Inc. and the Ontario provincial government to provide women in risk situations with wireless telephones preprogrammed with an emergency number.

Now, Ericsson in Canada is continuing its involvement by sponsoring the TV program, Traders' Challenge. This is a contest for professional stockbrokers and financial experts. The task is to put together a hypothetical stock portfolio, and the portfolio that produces the best return at the end of the contest wins. Each team pays an entrance fee of CAD 500. The contest is held during November.

The entire proceeds from the contest go to the Redwood Shelter, a shelter for women and children who have been subjected to physical abuse in the home. Since the Redwood Shelter opened its doors in December 1993, it has responded to more than 1,200 crisis calls and accommodated more than 1,000 women and children who have sought shelter from violence in their homes. The 33-bed shelter is the largest in Toronto, and can house 12-15 families simultaneously. Of the people accommodated by the shelter, about 70 percent are children, most of them younger than seven.

Lotta Muth

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# Mobile base station aids rescue efforts

**The mobile base station, Cellular on Wheels (COW), provided by Ericsson in Canada, played a significant role in rescue operations connected with the tragic aircraft accident off the coast of Nova Scotia near Peggy's Cove on September 2. The passenger aircraft belonged to Swissair, and the accident took the lives of 229 people.**

Ericsson's Canadian company provided the equipment jointly with customer Rogers Cantel, Inc. The base station facilitated communications for the rescue workers and the Royal Canadian Mounted Police, who were also on the scene. Relatives of victims were also able to use the equipment.

Additionally, Ericsson supplied the police with digital wireless telephones. The telephones had to be digital, to prevent wiretapping by the media.

The COW is a mobile base station designed to be used on the D-AMPS IS-136 waveband. It was developed especially for emergencies and temporary events such as exhibitions, sports events, etc.



On September 2 of this year, a passenger plane crashed off the coast of Nova Scotia, killing 229 people.

In size, it resembles a typical Swedish trailer. It has 17 channels and can be adapted for both analog and digital telephony. When in analog mode, it can support 16 simultaneous calls; in digital mode, it can handle 48 simultaneous calls.

The COW can be connected to any transmission equipment – at Peggy's Cove, the Rogers Cantel system was used.

The equipment was driven non-stop overnight from Toronto to the accident location, where it arrived on September 4. The installation personnel worked throughout the night in rain and gales to install the equipment and hook it up to the Rogers Cantel system.



A mobile base station from Ericsson facilitated the work of rescue personnel following the tragic aircraft accident in Canada in September.

Early in the morning of September 5, it was ready for use.

A temporary base station was also set up further inland, about 15 minutes from the village of Peggy's Cove. That was an even greater challenge.

Usually it takes two weeks to build a large base station, but Ericsson's personnel did the job in 48 hours.

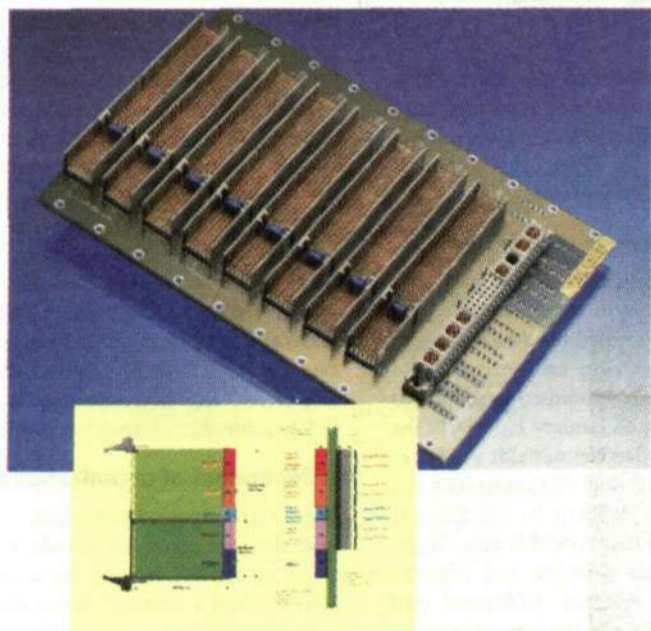
"An incredibly strong effort, performed in record time," says Rory

Olenroot, installation manager in eastern Canada.

The COW was built on Ericsson's initiative specifically for Rogers Cantel. The COW was designed and constructed by a Canadian company using Ericsson-specified equipment. It was completed in July this year and has been used twice – at a sports event and at Peggy's Cove.

Lotta Muth

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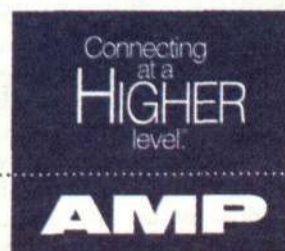
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# Gates ranks two on Top 100 list

Upside magazine has named the 100 most influential people in the digital world, calling their list the Elite 100.

Cisco Systems president, John Chambers, tops the list. The technical universe is moving towards the Internet, and Cisco is at the heart of the Internet according to Upside. John Chambers has been president since January 1995. During that time, the company has increased sales sevenfold.

Bill Gates, despite what has, perhaps, been his most turbulent year, took second place on Upside's list.

Despite problems with American anti-trust laws, and the fact that many people speak badly about him, he is well liked by the stock market and has enough funds to make many nations jealous.

He no longer comes across as the computer nerd who just got lucky.

In third place we find Bernard

Ebbers, president of operator MCIWorldCom, who also happens to be a customer of Ericsson.

The Internet has been instrumental to the telecom industry and Bernard Ebbers has played his cards well.

Further down the list we find names such as Steve Jobs, founder of Apple, Steve Case, president of America Online, and Michael Dell, head of Dell.

At the top of Upside's list of visionaries is Internet bookseller Amazon.com's founder Jeff Bezos. Last year, Amazon.com's sales increased by over 800 percent. Over the summer, their product line was expanded to include music.

Sharing second place on the



Bill Gates

visionaries list are Jerry Yang and David Filo, founders of the web site Yahoo. Today, Yahoo is one of the Internet's most popular search engines, and perhaps the most widely-known brand name in the Internet world.

Upside also has a list of "Up-and-Comers". Taking third place on that list is Scott Kriens. He is president of Juniper Networks, a company that should sound familiar. Recently, Ericsson acquired a portion of Juniper. Other joint owners include AT&T and Lucent. Juniper develops routers for the Internet's main networks. No matter how hard one looks at the list, however, there is nobody from Ericsson on it. The entire list can be found on the Web.

Patrik Lindén

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COLUMN



Gabriel Anderbjörk  
gabriel.anderbjork@lme.ericsson.se

## Are we all softies or what?

We should all be "softies". This is at least true if you are in the rapidly expanding high tech industry and wish to be successful. Those conclusions are from this year's annual gathering of business intelligence analysts within Ericsson.

This year's conference was held just after the big meeting in San Diego where Kurt Hellström spoke about the new organization and new strategies in the New Telecom world. The more than 70 people gathered had almost three days to debate the question of how we should view the development of competition in the marketplace, given the new definition of the playing field. Ten groups of about seven people each assumed the roles of a selected group of company strategists and company leaders. Their task? To convince the others at the conference of "our" company's superiority and identify which weapons the company will need to win the game in the New Telecom market.

### Where will the battle be?

So, where will the battle be? New technologies? Yes, it is rather obvious that technology is the main driving force in our industry, but that was not one of the factors that "won". To implement standards? Improved production? Better processes? Quality? Environment? No, no, and no again! All of these are incredibly important for all of the players, but apparently not the factors that will play a decisive role. The groups ended up choosing eight factors that they considered to be essential to the future of our industry. Four of those were chosen to make up the core of the message: people; partnerships, acquisitions and alliances; innovative ability; and organization.

People: The ability to attract and retain the most competitive individuals in the industry will be the most important of all the success factors. This is true of all categories of employees: engineers, marketers, accountants and others. This has been said before, but what does it mean? Incentives is a word which can summarize almost everything. It is time that European company leaders realize that very few people work at a company as a result of some sort of unspecified altruistic ideology.

People want to be paid according to their work, that is all. But money is not everything after all! George Bain, former president of the London Business School, expressed the demands of young talent as follows. "If an employer cannot guarantee that the employee will add a significant new accomplishment to their resume every six months, then ambitious people will not be interested." This, too, can be summarized under the category of incentives. Can the same employer take care of salary, resume and career? Those who succeed will win.

Partnerships, acquisitions and alliances: The phrase, "united we stand" is becoming more and more the case as enormous changes affect our industry. Companies that actually manage to view partnerships, acquisitions and alliances as naturally as they do other resource strategies such as their own R&D projects or new market offices, will have a much more balanced and successful portfolio of assets to play with.

### People are the company

Innovative ability: How do you create innovation? In truth, we are back to point one - people are the company. Above all, it is a question of providing positive space for innovation. Heavy decision-making processes are devastating. A high tolerance of failure is needed. Another issue is how the company views people who join and later leave the company. A senior director of an American company told of how he had left his company three times to start up his own firm. Today he is financially independent, but has returned to his job. The company in question views this as a very positive interaction with the outside market. They even support different kinds of outside projects that could eventually be sold off to the initiators if they don't fit into the company's core operations.

Organization: Whole dissertations could be written about this (and have been). What the conference pointed out was the incredible strength that a flexible, responsive and easily understood organization means for success in a rapidly changing industry.

To briefly summarize, those companies that build an organization whose purpose it is to maximize the value of the three above-mentioned factors, will be the companies who will win.

Where did basic values such as technology go? Well, if the soft factors fall into place, then the engineers and marketers in the company will be the best that can be had, they will have the greatest leeway when it comes to finding new profitable ideas, and be the best team in existence when it comes to cooperation across company lines in order to further strengthen the value of the company's assets.

Are you a "softy" at heart? There are good reasons to consider this if you can believe the results of this year's business intelligence conference.

A follow-up on this material will be coming out on the Business Intelligence web site in December.

Gabriel Anderbjörk is in charge of the company's Business Intelligence operations.

## INDUSTRY NEWS

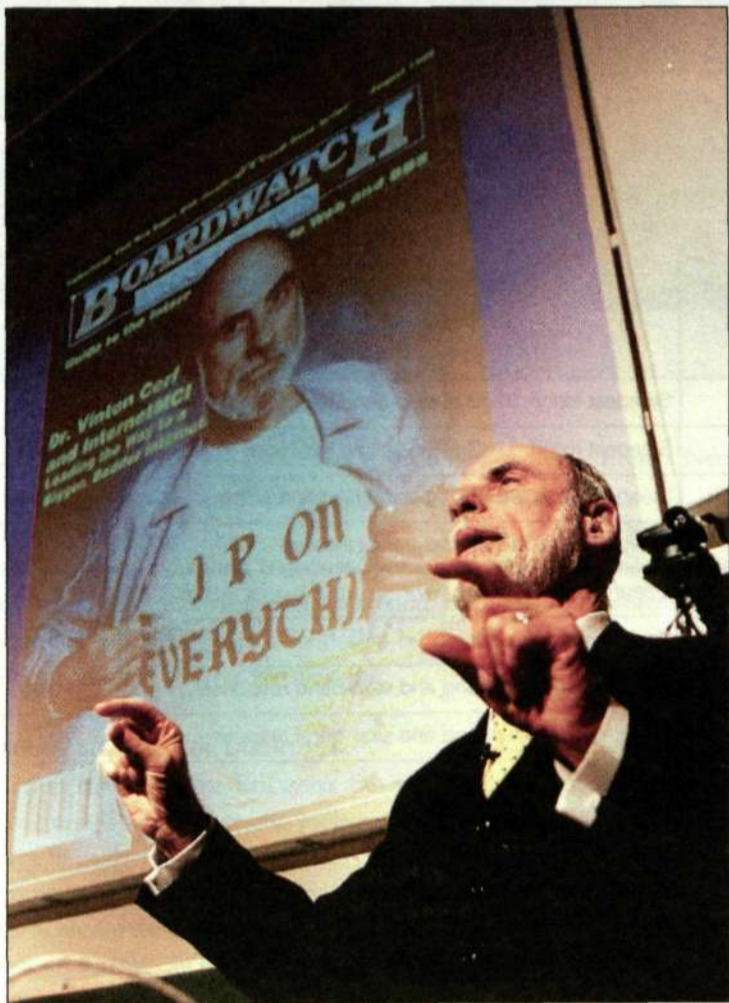
### America Online breaks record

► During the month of October, over one billion e-mail messages were sent via the American Internet operator America Online, which now has 14 million subscribers. Of those, 1.7 million live outside the U.S. The company notes that 850,000 users can be connected simultaneously during peak capacity. A year ago, that figure was 533,000. And the number of web sites that have been visited has increased even more dramatically. Every day, 1.4 billion web sites are visited via America Online. That is three times as many as one year ago.

### Internet not stealing TV time

► Despite the fact that more and more people have access to the Internet, the amount of television viewing has not decreased. That is the result of a new study conducted by the research firm Nielsen Media Research. Earlier studies had shown opposite trends.

One conclusion is that many of those who spend a great deal of time on the Internet are not among those who watch a great deal of television.



Vinton Cerf created the TCP/IP protocols which are the basis for communication via the Internet.

### Inventor of Internet protocol honored in Sweden

► Vinton Cerf has been called the father of the Internet. To his long list of awards and honorary degrees, he can now add an honorary doctorate from the Luleå Institute of Technology. Together with Robert Kahn, Vinton Cerf created the TCP/IP protocols which are the basis for communication via the Internet.

He is a professor at Stanford University and is affiliated with

MCIWorldCom. He has also received a technology award from President Clinton.

It is easier to list the prizes and awards that he has not received than to try and recite all those he has been presented with.

Luleå Institute of Technology was proud to receive a visit from such a prominent scientist.

"Vinton Cerf's visit is also a con-

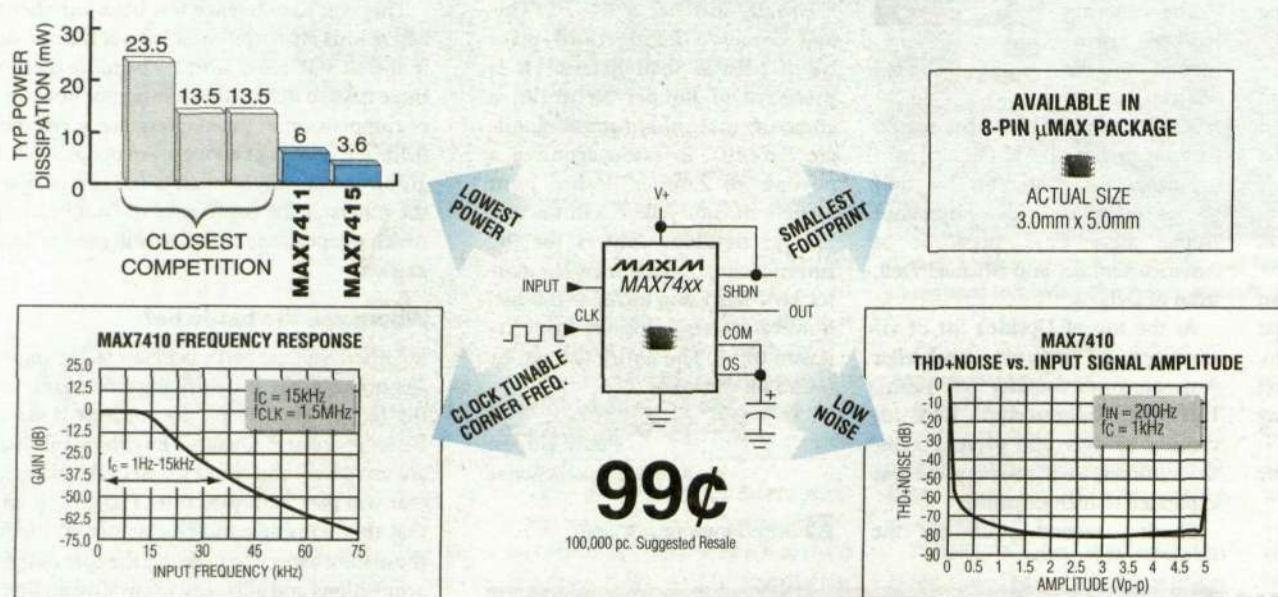
firmation that our Internet researchers are among the world's best in the field," says vice-chancellor Ingegerd Palmér.

If you want to read more about Vinton you can, of course, visit his own web site.

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Project Networking web site ([projectnet.ericsson.se](http://projectnet.ericsson.se)).

#### **The new, web-based PROPS.**

The new version of PROPS – previewed by EPMI at the London conference – has its focus on business, people and structure. The aim is to provide the platform for projects that takes Ericsson into the year 2000 and further.

#### **Missed out on London?**

EPMI is a center of excellence, but it is not for an elite. We exist for everyone involved in projects. Please contact us if you would like more information about EPMI, our services, Project Networking, the new version of PROPS or any other project-related service. It's your future.

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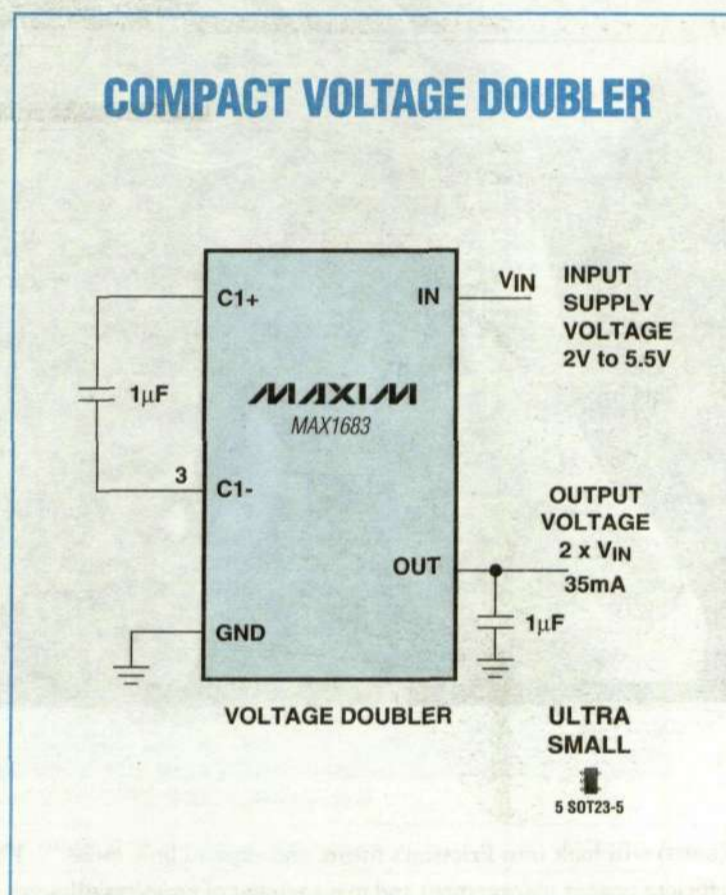
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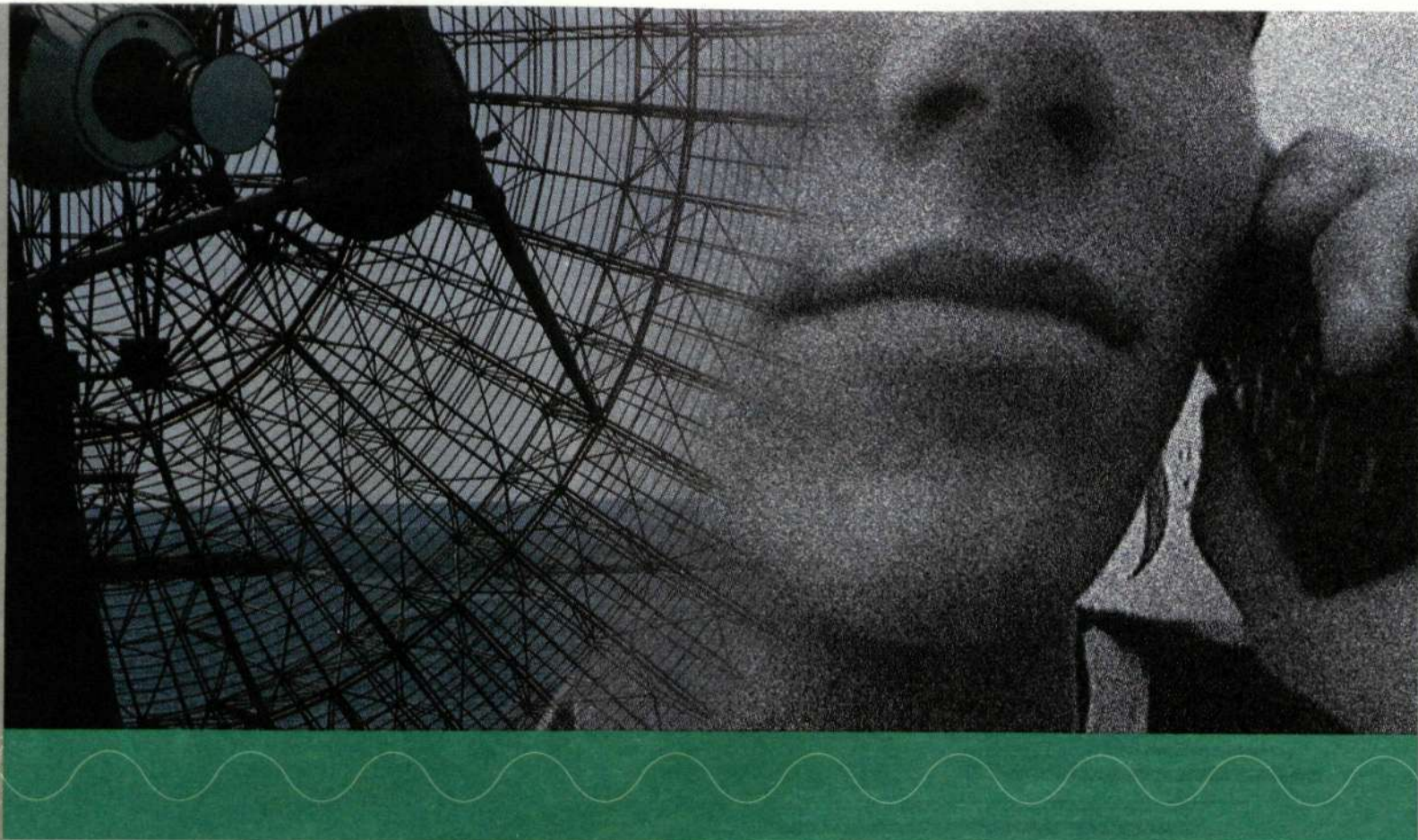
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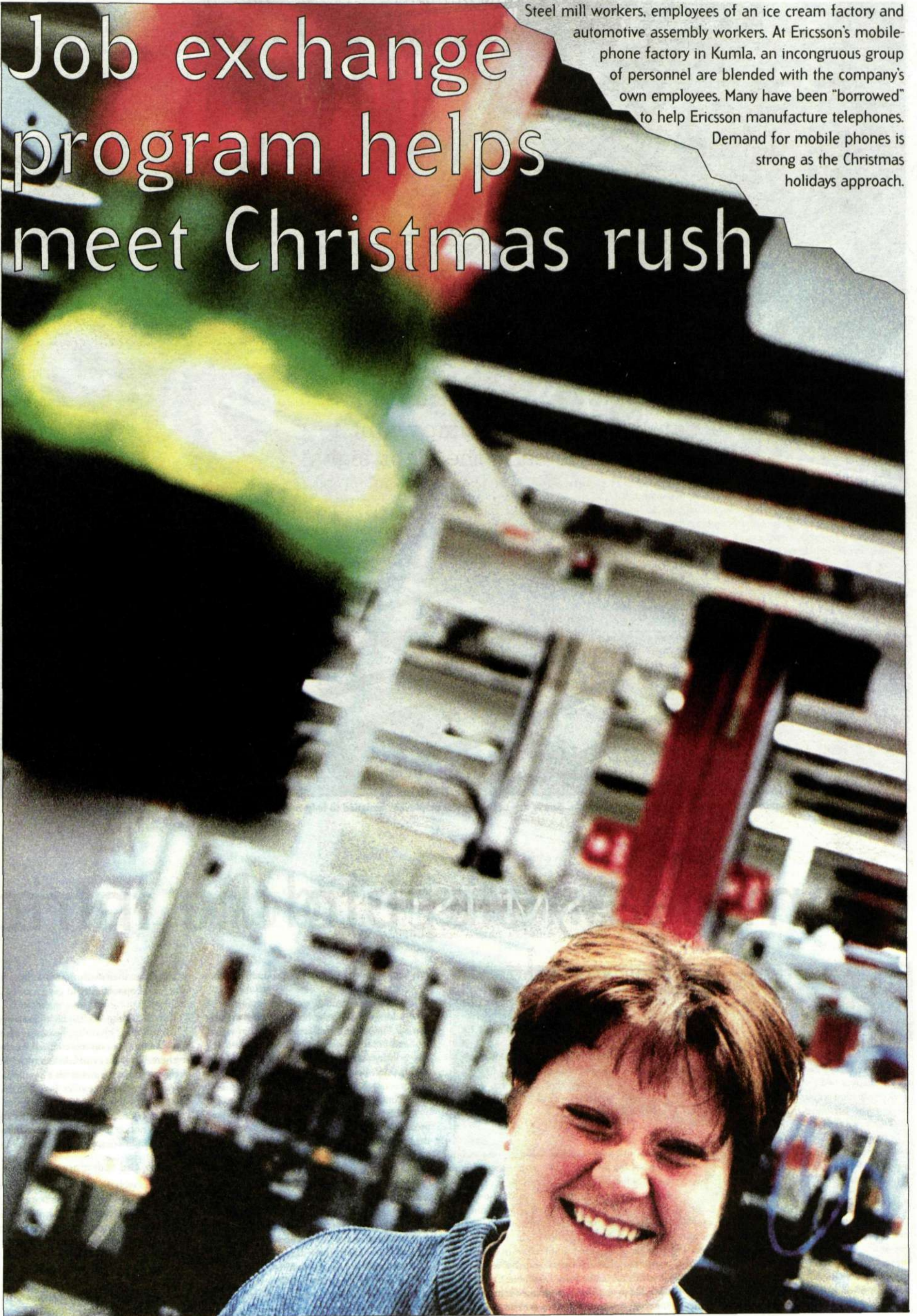
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**ERICSSON**

# Job exchange program helps meet Christmas rush

Steel mill workers, employees of an ice cream factory and automotive assembly workers. At Ericsson's mobile-phone factory in Kumla, an incongruous group of personnel are blended with the company's own employees. Many have been "borrowed" to help Ericsson manufacture telephones.

Demand for mobile phones is strong as the Christmas holidays approach.





Lena Karlsson packages mobile phones at the Ericsson plant in Kumla. She is one of the regular employees assigned to help the temporary workers find their way around.

Photos: Frida Hedberg



The job exchange program at Ericsson in Kumla attracted 80 employees from other companies in the region, most of whom are working with packaging, final testing and customer adaptations. The work requires nimble fingers, in sharp contrast with the heavy labor operations of such companies as Avesta Sheffield and ESAB.



## Customer orders control production

For the past year, all production at Ericsson's mobile phone factory in Kumla has been controlled by customer orders. The plant no longer maintains inventories, because inventories are expensive. In addition, mobile telephones are starting to become a new form of perishable goods. If the company kept long-term inventories, some models would soon be outdated and difficult to sell.

"Production based on customer orders has functioned very well, but it also increases our sensitivity to seasonal variations in demand. Before the summer and Christmas holiday seasons, when demand for mobile phones is always stronger, we are forced to deal with peak production periods," says Swen Nilsson, factory manager in Kumla.

"The variations in production requirements are quite significant. During peak periods, we might produce two or three times as many telephones as during slow periods," he continues.

Customer order-based production also increases the sensitivity of material supplies. The plant in Kumla now strives to involve suppliers more actively and concentrates more objectively on materials procurement. The new mode of operations has also created certain production disturbances when new products are introduced.

"The new production parameters are something we simply have to learn to deal with and optimize. And we have to find new solutions to deal with variations in demand," Swen Nilsson continues.

The Kumla plant has been equipped with new production equipment, for example, to enable the production of several products on the same line.

In addition, a higher percentage of circuit-board and telephone production is being outsourced to independent manufacturers during peak demand periods. Management has also started to examine different terms of employment and more flexible working hours.

"One alternative is a new form of part-time employment, where employees work only during certain months of the year when we have our peak production periods, without any demands on employment during the lulls. I believe we would find very strong interest in this type of seasonal employment," Swen Nilsson explains.

Another option is to "lease" workers during peak production periods, either from companies that specialize in providing part-time labor or other companies that do not have a strong need for employees during our peak periods.

Seasonal variations naturally generate periods of slower production as well. Plant managers must make a conscious effort to provide personnel with meaningful employment when they are not producing large supplies of mobile phones.

"We had a lull shortly after the summer vacation break. We used the time for various training programs, such as courses in new technologies and products as well as stress management and team training," says Margareta Wirolainen.

Mia Widell Örnung

# From heavy steel to the intricacies of mobile phones

Ericsson's mobile phone production plant in Kumla is operating at full capacity. Factory employees are working overtime, part-time help has been hired for the holiday season and members of Ericsson's office staff in Kumla are working overtime in the factory. And it's still not enough. Demand for mobile phones is strong as we approach the Christmas holidays, and radical new initiatives had to be implemented to meet peak production requirements. One solution was to "borrow" personnel from other industries in the region.

"I have melted scrap metal for 10 years, so it's fun to try something different," says Magnus Johansson, who works for Avesta Sheffield in Degerfors, one of the Kumla plant's hired hands.

### Personnel from other companies

In the beginning of October, after the late-summer slump, demand for mobile phones started to rise again. Factory management decided to seek the services of personnel from other companies in the region. It's a radical approach tested only once before by Ericsson in Kumla, about two years ago.

"I called around to various companies in the

**OVERTIME FOR THE HOLIDAYS**  
50 and 60 members of the office staff are working overtime in the production plant; 42 persons who have worked as seasonal or temporary employees have been hired for temporary positions.

About 80 persons have been "borrowed" from other companies in the region: 40 from ESAB in Laxå, 5 from Emhart in Örebro, 14 from Volvo in Hallsberg and 20 from Avesta Sheffield in Degerfors.

region, and their response was highly favorable. Many of the people I spoke with thought it was a great idea, the concept of companies working together to meet the needs of production highs and lows," explains Margareta Wirolainen, a member of the personnel department in Kumla.

Volvo in Hallsberg, ESAB in Laxå, Avesta Sheffield in Degerfors and Emhart in Örebro accepted the offer and agreed to make certain factions of their labor forces available. Offers were extended to employees of all four companies, and about 80 workers volunteered to accept tempo-

rary employment at Ericsson's production plant in Kumla.

"We don't have much work at Emhart right now, and it's really quite boring during the low season. Time flies much faster when I'm working, and I like this new arrangement, although I feel a little isolated at times," wrote ice cream production worker Gert-Ove Svensson on the reporter's notebook, explaining he is deaf and speaks only in sign language.

"It's also a good way for our company to save money. I was hoping they would be able to delay the layoff that we all expected, but unfortunately this didn't happen," adds Stefan Johansson, from Avesta Sheffield in Degerfors.

Stefan Johansson and all other employees at Avesta Sheffield had been served notice the previous day that a large number of workers would soon be laid off.

"It's always a big disappointment and, this year, more workers than usual were affected," says Tony Strååt of Avesta Sheffield.

Most of the temporary workers regard their part-time employment in the telephone production plant as a chance to learn something new

and broaden their skills. Several others, however, also see an opportunity to get a foot in the door at Ericsson.

"I certainly hope so," says Kjell Johansson from ESAB in Laxå. "I have applied for a job here before, but things never materialized. I enjoy working here, it's cleaner and I don't have to work with the large and heavy materials I handle at ESAB. I hope they extend the offer for a longer period, but that probably won't happen."

Virtually none of the temporary workers have failed to notice the stark contrasts between the different industries.

### Intricate and sedentary

Compared with the bulky and heavy production machinery in the steel industry at Avesta Sheffield and manufacturing operations at ESAB, the production of mobile telephones is like a game of spillokin.

"It really is like an exercise in pick-up sticks," says Magnus Johansson.

"When I started, I sat over there putting adhesive labels on things. I couldn't handle it, just sitting still and plucking labels. This is more my

style," he says, at his work station in the packaging department.

The job exchange program is completely voluntary and allows workers in other industries to try something new.

It also helps all companies involved to cope with the highs and lows of seasonal production trends. Ericsson's own employees have reacted favorably, although some mixed emotions have been expressed.

"I like the idea of a little new blood," says Inger Andersson.

"I think it would be better to offer the jobs to people who are unemployed," injects Gunilla Rolfsson. Carina Pettersson agrees, as the two women sit at opposite sides of a work station inserting software into mobile phones.

"I sympathize more with people who have been unemployed for long periods of time," she says. Although unemployment in Kumla is low compared with many other parts of Sweden, the city has available labor.

"I think it's a good idea for companies help each other. We've got people from Avesta Sheffield who would probably be out of work

right now. I empathize with them, too," says Inger Andersson.

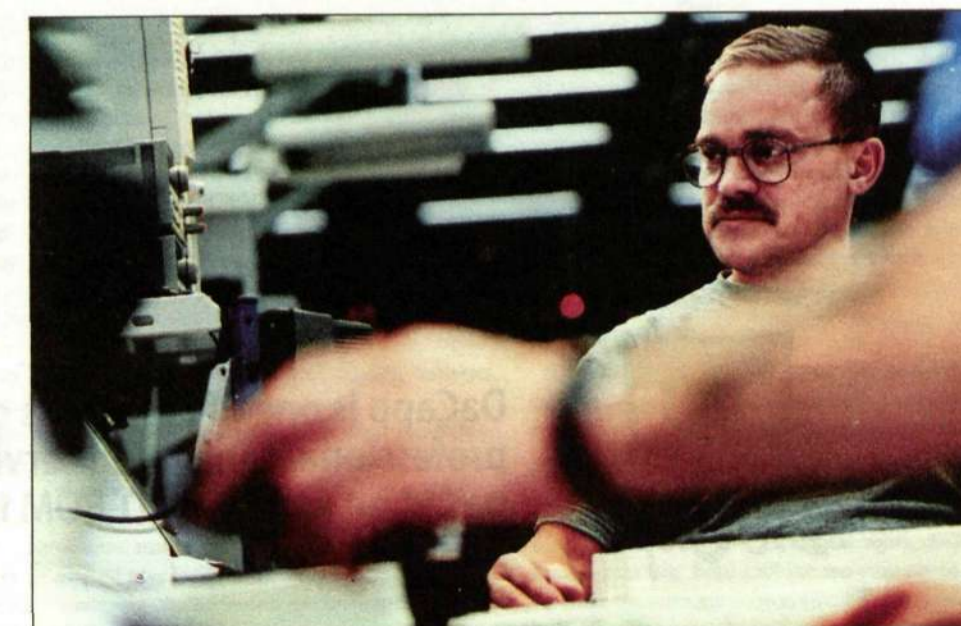
The job exchange program will continue through the end of November, followed by a series of evaluations to study the effects.

"We have received highly favorable reactions, and many of the people involved seem to have enjoyed the opportunity to work for Ericsson. And they have done a good job," says Margareta Wirolainen.

Naturally, however, providing part-time work for employees of other companies is not totally without complications.

"The program has functioned satisfactorily and yielded rapid effects, but we should also bear in mind that job-exchange workers do not offer the same high level of skills and competence as proprietary personnel. We know what our employees are capable of, but we can never be sure of the skills offered by outside workers. Job-exchange personnel are only a supplement to Ericsson's own employees," says Swen Nilsson, factory manager in Kumla.

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Gert-Ove Svensson from Emhart Glass Sverige, an ice cream company in Örebro, wanted to try something different. It's boring to work at Emhart when the company has its seasonal down period, according to Gert-Ove.



# Masters of Energy



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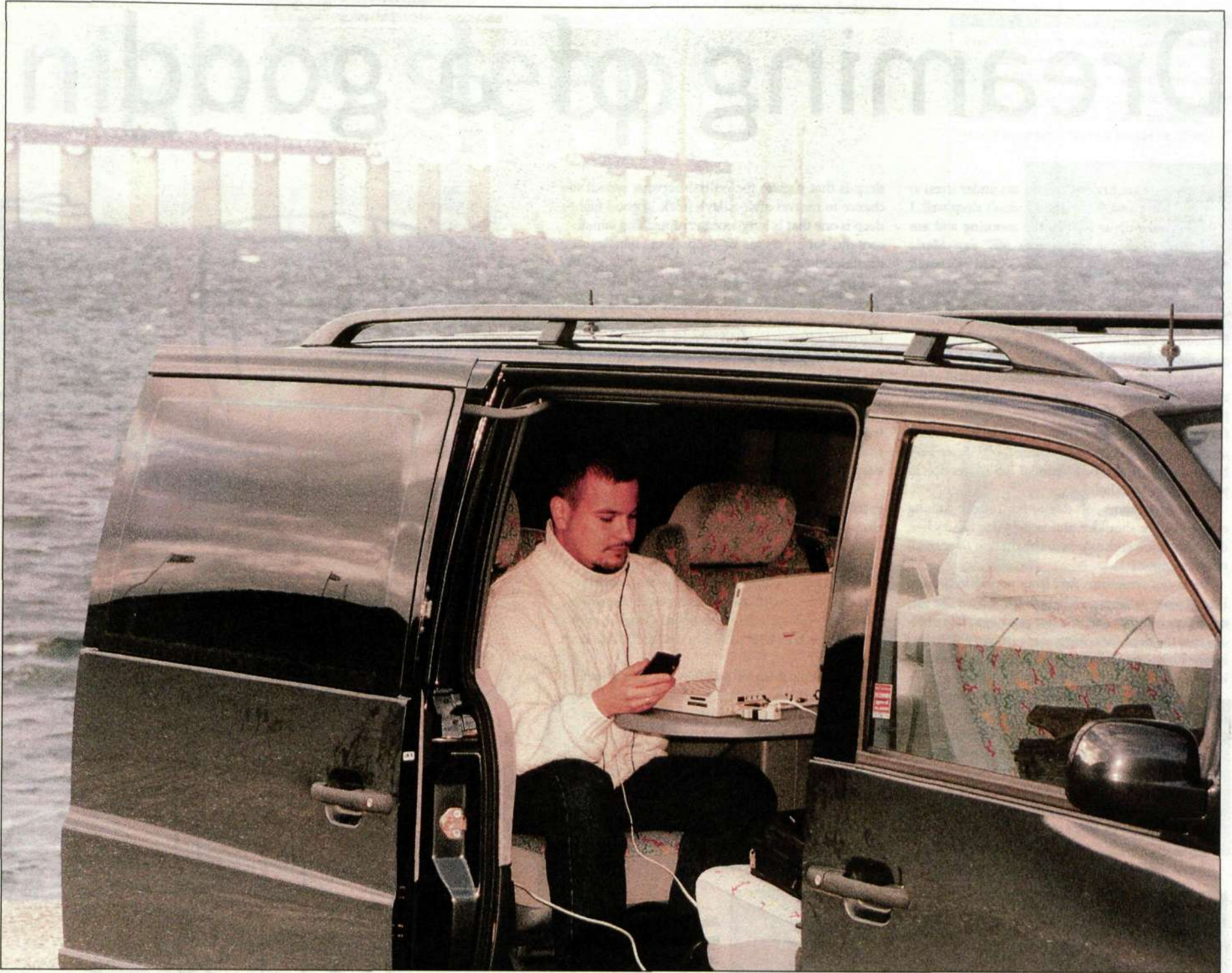
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A dark minivan glides through the Skåne countryside in Sweden, conducting secret tests. This scene could just as easily be a large American city or an Asian metropolis.

All new mobile telephones and terminals are tested and carefully analyzed in the field before being released to the market.

Henrik Manfred is a member of the team that travels around the globe conducting final tests on mobile telephones and terminals prior to launching.

Photo: Lars Åström

# Mission: Secret testing

Ericsson's mobile telephony successes result in a continuous spread of products to new markets and new networks. At the same time, the pressure of shorter lead times as well as more, increasingly complex products must not be allowed to affect quality adversely.



Greger Rosenberg

The Market Validation unit in Lund is an important, but largely unknown, step in the quality assurance of new consumer products.

Their employees travel around the globe in order to test new products in commercial networks prior to being released to the market.

## Improved quality

"The more problems we find prior to a product launch, the higher the level of perceived quality on the part of consumers. The fact

that it also reduces guarantee costs for Ericsson is not a detriment either," says Greger Rosenberg, manager of the unit which is a part of Global Customer Services.

While various design offices verify their position in the development of new products, the Market Validation unit takes an overall approach, evaluating products in the role they will be used by the end-user.

## All problems reported

"This means that everything from batteries to computer products are carefully tested from the consumer's perspective. All eventual problems are reported to the development unit and, in worst case situations, product launches can be delayed until the problem is resolved," says Greger Rosenberg.

Three years ago, there were two employees in the unit. Today, the group consists of over twenty people whose main focus is on GSM products.

There is also a similar organization, Market Verification, located at the Research Triangle

Park in the U.S., which focuses on AMPS/D-AMPS products.

Product analyses normally last for six weeks and focus on four different aspects.

Network services, accessories and computer products are all tested individually, as is the performance of radio and sound quality, batteries and talk time.

"All products are tested in about ten different countries. In addition, we make product shipments to an additional fifteen countries where local companies can conduct a selection of tests, since we are unable to cover the entire globe," says José Nazar, who is responsible for analyzing the technical performance of products.

Much of the work consists of preparations prior to field analysis. Already at an early stage in development of new mobile telephones and



José Nazar

terminals, guidelines are drawn up about where and how products should be tested.

"Local companies are our most important partners in conducting effective tests. They know the area, have network skills, contacts with operators and are able to help us acquire local SIM cards," says Anders Malthe, who oversees testing of the products' network services.

## Increasingly important

In addition to the more rapid pace of developing new products, new technical platforms computer applications, and new services are increasing demands on the unit.

"We are continuously developing our testing methods, while at the same time enhancing our contacts with developmental units. This means that our field reports are gaining increasing importance – from the drawing table to product launches," says José Nazar.

Nils Sundström

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# Dreaming of a good

**T**here are periods when I am under stress at work and that's when I don't sleep well. I wake up at four in the morning and am dead tired when the alarm goes off," says Marie Nordin, who works at Ericsson Data in Älvsjö, south of Stockholm.

There are certainly many people, who recognize this situation. The occupational health service at Ericsson in Stockholm often hears employees complain about sleeping badly.

"In the health tests that we carry out on behalf of the company, people mention that they have periods when they sleep badly. We also have patients who seek professional care for their problems, but then it has deteriorated into chronic sleep problems," says Peter Fellbom, doctor at the occupational health service in southwestern Stockholm.

Other symptoms of day-to-day stress among employees are shoulder and neck pain, headaches, diminished job enthusiasm and irritation over small matters.

"Burn-out symptoms vary from person to person. I think more patients seek help for problems like this nowadays compared with a few years ago. It is obvious that the need for achievement among employees is very high. The pressure is great, both at work and in their private lives."

The occupational health service offers employees in the Stockholm area courses and seminars in various kinds of stress management as a preventive measure. A seminar about sleeping problems held in November attracted almost a hundred participants.

"I attended the seminar to get some pointers on how I can unwind and relax after work," says Marie Nordin. "Yoga is perhaps a technique that would suit me."

The predominant theory about the function of

sleep is that it gives the central nervous system the chance to recover after a day's work. A good night's sleep is one that is long, uninterrupted and which contains long periods of deep sleep, that is, dreamless sleep.

"Stress diminishes the amount of deep sleep. A sign that you are sleeping badly is that you are easily woken and dream a lot. Learning different kinds of relaxation methods and keeping fit are ways of preparing the body for good sleep that revives you," says Peter Fellbom.

Many questions about sleep and problems in sleeping came up during the seminar, including how to make up for lost sleep. Peter Fellbom is all in favor of naps.

"A twenty-minute nap during the day is excellent. It makes up for far too little deep sleep during the night. But after an hour or more of dozing, it takes longer to wake up and get going."

On the other hand, drinks containing caffeine, such as coffee, tea, cola and cocoa, should be avoided after four o'clock in the afternoon. Caffeine affects sleep as much as four to five hours after it has been consumed.

We spend a third of our lives in bed, hopefully sleeping. "I think people should start to think more about themselves and their sleep. It is important for everyone," says Peter Fellbom.

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<http://www-erf.ericsson.se>



**Awakening interest in sleep.** Britta Berggren, health care consultant, and Katarina Söderberg, secretary, canvassing participants for the seminar on sleeping problems outside Ericsson's premises in Älvsjö, in Stockholm. Just over a hundred people partook in the occupational health service's nighttime hints and advice.

Photo: Peter Nordahl

## Sleep researcher's advice: Take a nap

Take a nap at work. That is the expert advice to someone suffering from lack of sleep. Sleeping difficulties at night may be a sign that you have too active a lifestyle.

Contact met Torbjörn Åkerstedt, one of Sweden's most famous sleep researchers.

During the past five years, researchers have noticed that people in the West have had greater sleeping problems. In Sweden alone, a third of the population have such difficult sleeping problems that they believe their health is suffering. This development shows a strong correlation with the increasing level of everyday stress.

"At the end of the 1980s, companies began to increase efficiency like nothing on earth. Cut-backs that have characterized the workplace for the last ten years have left their mark on personnel. People live under great pressure today," says Torbjörn Åkerstedt, Professor in psychosocial medicine at the Karolinska Institute in Stockholm.

For several years, the Institute has been studying the effects of strange working hours and disturbance of sleep and wakefulness. Modern technology is helping the researchers to chart the patients' sleep patterns.

Instruments attached to the wrists register the amount of time it takes for a person to fall asleep, how often he or she wakes up during the night, whether many dreams occur and the types of dreams.

The information is detailed and provides a good picture of the causes of sleeping problems.

"Long periods with sleeping problems are seldom caused by external factors, such as noise and the like. Half of our patients have problems caused by their jobs. Examples of this may be shiftwork or having to travel a great deal. Other

causes may be depression and a lifestyle that is too hectic."

Watching TV into the small hours and stress at work are affecting people's lives to a greater extent today compared with five years ago, according to Torbjörn Åkerstedt.

### Tougher labor market

Today's companies are controlled by short-term goals and a tougher labor market. Fewer people have to accomplish more tasks. The pressure to be more efficient is always there. Many people also take work home with them after hours.

"It is a stress factor, if people feel that they are forced to continue working at home. Their work affects their families and friends. On the



Torbjörn Åkerstedt

other hand, there are many who find it fun and do it of their own free will - they have their work as a hobby. They don't suffer from stress to the same extent."

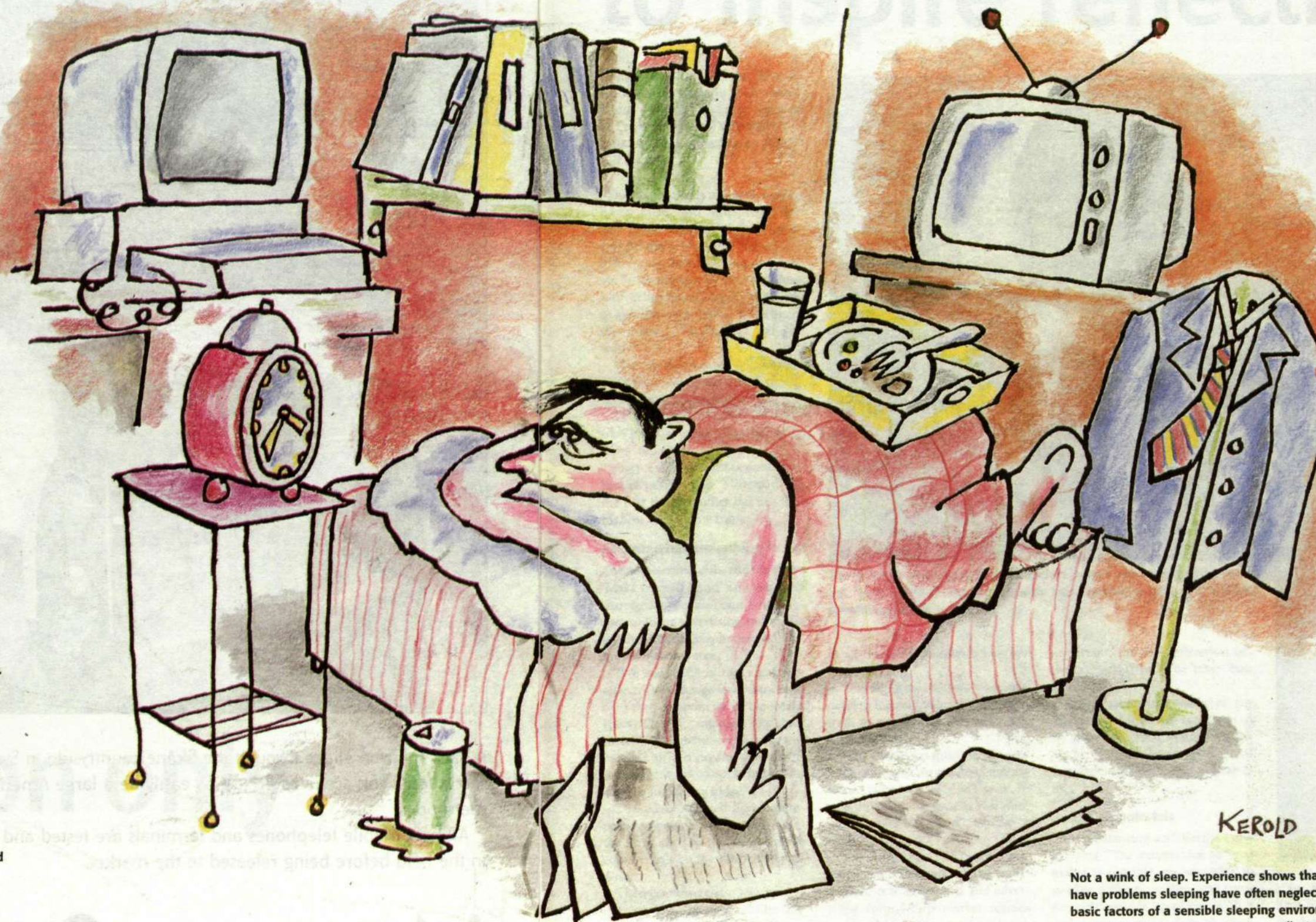
More and more people also work globally. Flying through several time zones influences the biological clock, which is programmed to give us high capacity during the day and recuperation at night. It is difficult to avoid jetlag, which comes as a result of moving too quickly through time zones.

"The problems with jetlag are very similar to the problems experienced in connection with shiftwork: increased tiredness, lower level of achievement, sometimes even depression and problems with indigestion."

### Reduced immune defense

To date, there have been no studies of sleep and susceptibility to illness, but researchers believe that lack of sleep may lead to a certain reduc-

# night's sleep



KEROLD

Not a wink of sleep. Experience shows that people who have problems sleeping have often neglected the most basic factors of a sensible sleeping environment.

Illustration: Kerold Klang

## at work

tion in the activity of the immune system. This may be one of the reasons why those who seek help for aches and pains also have problems sleeping. The question is when it is time to start worrying about getting too little sleep. Most people have periods in their lives when they have difficulty sleeping.

### Waking up too early

"The symptoms of chronic sleeplessness are waking up too early or taking too long to get to sleep over long periods at a time. That is when you should go to your doctor. Often it is a sign of stress and the most elementary way of solving the problem is to cut down on the number of commitments."

"It is also good to unwind for a while before you go to bed and make sure that your bedroom is quiet, cool and dark. Exercise at walking pace is also a good means of helping you to get to sleep."

Most people need between six and nine hours of sleep. This varies according to age and is an individual matter.

According to Torbjörn Åkerstedt, it takes a three-hour reduction in sleep to affect achievement negatively.

No-one feels good if they regularly get less than five hours' sleep.

But it is unnecessary to worry about taking an hour to get to sleep.

A bad night's sleep can be compensated by a few minutes dozing during the day. "A nap is very effective, several times more effective than the last hour of normal sleep. It is wise, therefore, to use naps to make up for lost sleep or to prevent the effects of coming long periods of being awake. Just be aware of the fact that a nap reduces the need for sleep during the next main period of sleep."

Lena Widegren

### DO YOU SLEEP BADLY?

Fredrik Bartsch, technical coordinator at Ericsson Development AB in Älvsjö: "I would like to be able to get to sleep quicker when I go to bed at night. Because I get to sleep late, I am tired in the morning. If I could sleep until nine, it would be all right."



Fredrik Bartsch

Gert Stenman, Unix technician at Ericsson Data AB in Älvsjö:



"I worry about getting too little sleep. It is a problem I have had for a long time. Sometimes my work is affected because I am too tired."

Gert Stenman

Marie Nordin, Ericsson Data AB in Älvsjö: "I have learned to recognize the symptoms of stress. I sleep badly during those periods. I am thinking about trying yoga as a relaxation technique."



Marie Nordin

Diarmuid O'Colmain, responsible for Ericsson Engineering Systems, Ireland:

"I have no problems sleeping. Twenty-five years ago, I slept better than I do now, but that's a typical sign of aging. Stressful periods at work don't give me sleepless nights."



Diarmuid O'Colmain

Melanie Capps, marketing information officer in Dallas, U.S.A.:



Melanie Capps

"Who doesn't have difficulty sleeping from time to time? I suppose I would like to sleep longer than my six hours a night. Life is hectic, you just have to accept it. I exercise and meditate to stay well."

Riad Daher, president of Ericsson in Lebanon:

"Mostly, I sleep well. During stressful weeks, it can be difficult getting to sleep at night. Very occasionally, I take a short afternoon nap."



Riad Daher

Eric Ng, AXE tester, Ericsson in Hong Kong: "Stress affects my sleep. Sometimes I sleep badly at night."



Eric Ng

From the book "Vaken på udda tider", by Torbjörn Åkerstedt.

night before Christmas



Hejsan, du har kommit till Tomten...

[ Hi, this is Santa's answering machine... ]



100100100100110010010001000101

[ Hi! It's Yoko. Can I make a wish for the Tokyo stock market ]

researcher's advice: Takstrowas

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# New commercials to inspire reflection

Unfinished stories about people who have just made themselves heard – this is the basic concept of Ericsson's new TV commercials on the theme 'Make yourself heard.'

"The commercials allow viewers to make their own interpretations," says Cecilia Lund, production manager for the new commercials.

A young man is sitting in a taxi. He looks thoughtful, perhaps troubled. When his face finally breaks into a smile, words appear at the top of the image: "Finally told her the truth."

That summarizes one of Ericsson's ten new commercials based on the theme 'Make yourself heard.'

The commercials all show people who have just said or heard something important.

A man with the hint of a smile on his lips has just said "I love you" for the first time. Another has just told his boss a few home truths.

## Everyone has something to say

The new commercials, and the entire 'Make yourself heard' campaign, are managed by Cecilia Lund, who is responsible for advertising and media for the Mobile Telephones and Terminals business area.

"We want to encourage viewers to reflect. The message is the same as in the other components of the 'Make yourself heard' campaign. The commercials are intended to give the impression of a company whose attitude is that everyone is important and has something to say."

The 'Make yourself heard' European campaign started last spring, at the same time as the first series of commercials on the theme was produced.

These commercials, which have not yet been shown outside Europe, use text to convey the message in new and unexpected ways.



The message of the new TV commercials is the same as that of the rest of the "Make yourself heard" campaign: that everyone is important and has something to say.

In all the films, human beings are the focus.

"It is important that we constantly develop the campaign and find new ways to project our message," says Cecilia Lund.

"The campaign must be renewed again and again to retain its novelty value. However, we don't want to rush things unnecessarily. We want 'Make yourself heard' to last a while."

The 'Make yourself heard' campaign can be considered as a smorgasbord of commercials and advertising from which market regions and local companies worldwide can make selections. Local adaptation is

important. Cultural differences between markets must be taken into account.

At the same time, we want the 'Make yourself heard' campaign to be global. Ericsson must show the world a unified personality, local linguistic differences notwithstanding.

## Range of materials

"It is a balancing act," Cecilia Lund explains. "The material has to be as global as possible, yet adaptable to market differences. The new commercials provide marketers with a wide range of materials from which to choose."

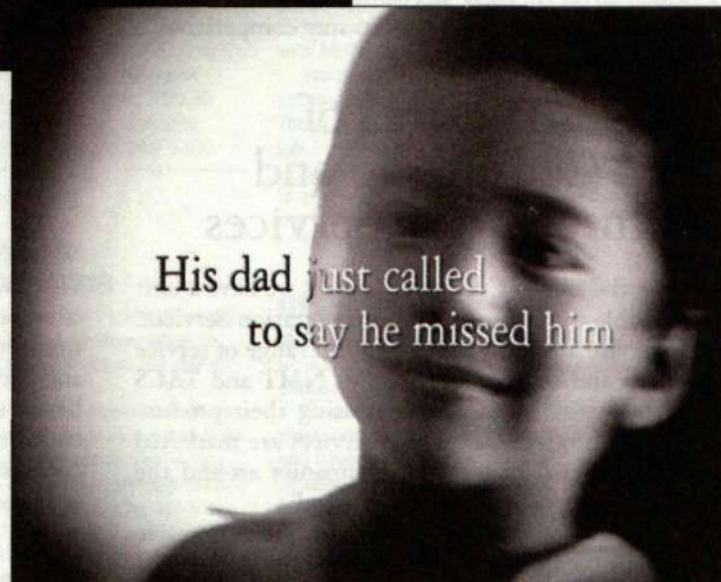
## MAKE YOURSELF HEARD



The 'Make yourself heard' campaign started in Europe in the second week of February this year. The campaign, whose purpose is to strengthen the Ericsson brand, consists of commercials and other advertising material, which regional and local companies may use at their discretion.

Apart from Europe, the 'Make yourself heard' campaign has been used in Asia. So far, however, the campaign has not reached the markets of North and Latin America.

The project is long-term and the plan is to keep producing new commercials and advertisements over a longer period. The aim is to eventually spread the message throughout all of Ericsson's markets.



In Asia, the new commercials have been shown since August. In Sweden and the rest of Europe, they have been shown on commercial

television since the end of November.

Niclas Henningsson

## FROM THE PAST

# The status phone of the forties

This was a real luxury item. With a cover of polished walnut and a loudspeaker function, the DBF 1102 from the late forties was the bosses' dream. If walnut didn't match the decor, elm and teak were available. The separate loudspeaker unit was made from the same high-grade wood.

Often these phones were incorporated in a system allowing the boss to run things from a console controlling up to twenty extension lines. The console was also walnut, of course. This was during the time of fixed workstations, when employees stayed in one place.

The DBF 1102 was one of Ericsson's first loudspeaker telephones for the public network. Its function-

ing was certainly top-notch. By pressing a button on the left, the user could connect to the switchboard or telephone station to get an external line. The loudspeaker volume could be regulated by pressing the button on the right. When the call was over, the user simply pressed the button in the middle.

With its 5-kg separate amplifier connected to the electricity supply,

the DBF 1102 produced excellent sound – so-called true duplex. True duplex made it possible for speakers to speak at the same time, without the voice signals of either being distorted. Later loudspeaker telephones gave precedence to whichever speaker spoke loudest.

Naturally, the loudspeaker phone could also be used as an ordinary phone. It was just a matter of picking up the receiver mounted on the back of the telephone. A small number of the phones have survived to the present day.

We invite all readers who know of surviving examples to get in touch with Contact.

Thord Andersson  
thord.andersson@ebc.ericsson.se



The DBF 1102 was one of Ericsson's first loudspeaker phones with freestanding loudspeaker. Both units were finished in walnut.

# Here's your chance to make history!

At Ericsson, we make history every day. As one of the world's leading suppliers of fixed and wireless networks, mobile phones and advanced infocom systems, we are changing the way people communicate on a global scale.

The convergence of the telecom and datacom industries continues at an ever faster pace as we approach the new millennium. The combination of mobility and data communication promises to be one of the most important technologies as we enter the next century. Today Ericsson is a leader in Mobile Packet Data and is striving to be at the forefront of a number of the emerging technologies. Currently our focus is in the area of General Packet Radio Services (GPRS), and the link between GSM-GPRS-Internet. To reach our objectives, we are in need of more help!

The primary objective of Customer Services for GSM, NMT and TACS is to ensure the highest level of customer satisfaction with an aim to expanding our business and improving profitability. We manage, develop, market, sell and supply services within Ericsson's Seven Service Solution Areas which include: Business Consulting, Network Design, Network Implementation & Integration, Competence Development, Network Support, Network Performance Improvement and Network Management. Our services are all designed to help operators to obtain the maximum value from their Ericsson system, their network, and to make the most of market opportunities to stay competitive.

## The area of Consulting and Integration Services

Within the area of Customer Services we have a unit responsible for Consulting and Integration Services. This service area unit provides a full range of service products and consulting to GSM, NMT and TACS customers with an aim to increasing their productivity and profitability. These services are marketed and sold by Ericsson's local companies around the world and are in ever greater demand.

Our service area unit is entering an expansive phase. To complement our expertise in the area of integration for multi-vendor and multi-network systems for GSM-Internet, GSM satellite and GSM-GPRS, we are looking for a number of energetic, highly motivated, qualified people in the following areas:

### Project Manager

We are looking for a project manager who will be responsible for the running of our development projects in line with our PROPS method for project management. We seek an individual who shows initiative and creativity. A person who can lead and motivate others. Previous project management experience from either the telecom or datacom industry is advantageous. Specific knowledge of mobile phone systems is a plus. Candidates should hold an academic degree in management, business or a related field. Fluency in English is required. For information contact:

Jan-Allan Nordin +46 8 404 7954  
janallan.nordin@era.ericsson.se

### Product Management - Supply Manual Documentation

We need an individual who knows the ins and outs of supply handbook documentation from order contract to supply of the service, including competence and tools. Someone who can take responsibility for structuring and developing a supply manual from the ground up. A good working knowledge of English is required. For information contact:

Göran Appelqvist +46 8 757 0819  
goran.appelqvist@era.ericsson.se

### Product Management - Product Marketing Library (PML)

We are looking for an individual who can take responsibility for all of the sales promotion materials which make up our product library including our marketing guide, press materials, product manuals and related literature. Candidates should have a good working knowledge of telecom and datacom terminology. Several years prior experience in a similar position is a plus. Fluency in English is required. For information contact:

Göran Appelqvist +46 8 757 0819  
goran.appelqvist@era.ericsson.se

### Product Management - Service Development

We are looking for two innovative and energetic individuals to work with a range of activities in the field of research and development of new service products from Business Cases to Contract and Supply Materials and Service Product maintenance. Candidates should have the equivalent of a M.Sc degree in engineering and several years prior experience of either the telecom or datacom industry. Fluency in English is required. For information contact:

Göran Appelqvist +46 8 757 0819  
goran.appelqvist@era.ericsson.se

### Regional Product Managers

We are looking for four to five highly motivated and resourceful individuals to work with Market Support and Business Opportunity Tracing at our regional offices in the USA, China, Malaysia and Sweden. Candidates should have the equivalent of a M.Sc degree in engineering and several years prior experience of either the telecom or datacom industry. A good working knowledge of English is required. For information contact:

Jan-Allan Nordin +46 8 404 7954  
janallan.nordin@era.ericsson.se

### Technical Writers

We need two technical writers with editorial experience in the areas of system integration and network integration. Your job calls for a thorough understanding of these fields and an ability to formulate

clear and concise copy platforms for service product descriptions, product presentation materials, and the like in both English and Swedish. As we make extensive use of WWW technology to reach our target audience, familiarity with the web as a communication tool is desirable. Candidates should have an academic degree in either engineering or a related field. For information contact:

Göran Appelqvist +46 8 757 0819  
goran.appelqvist@era.ericsson.se

### Consultants

We need several highly motivated, out-going people with several years technical consulting experience in the areas of Intelligent Networks (IN) DataCom (GPRS), wideband service products and System and Network Integration. You will be working directly with our local companies on behalf of their operator clients. An academic background in either engineering or business management is expected as is fluency in English. For information contact:

Fredrik Beckman +46 8 757 0819  
fredrik.beckman@era.ericsson.se

For further information contact:

Jan-Allan Nordin (Service Area Unit Manager)  
+46 8 404 7954 janallan.nordin@era.ericsson.se

Lena Axhamre-Hellberg (Manager Human Resources)  
+46 8 404 5421 lena.axhamre-hellberg@era.ericsson.se

Please submit your application and CV no later than January 4, 1999 to:

Viveka Viklund +46 8 58532368  
viveka.viklund@era.ericsson.se

Ericsson Radio Systems AB  
KI/ERA/LY/H Viveka Viklund  
164 80 Stockholm, Sweden

Ericsson is a world leader in fixed and wireless networks, mobile phones and infocom systems with more than 100,000 employees in more than 140 countries worldwide. More subscribers make and receive calls through Ericsson wireless systems than any other.



## Make yourself heard.

**ERICSSON** 

# vacancies

## 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. 18 1998

Updated November 23

### Chongqing Ericsson Technology Co. Ltd (CET)

TAKE THE CHALLENGES IN CHONGQING, CHINA

Latest news: Ericsson has one more joint venture in China - Ericsson's largest market in the world!

Chongqing Ericsson Technology Co. Ltd (CET) is a newly-established joint venture company based in Chongqing - a beautiful mountain city in South-west China. Its telecom business scope covers software testing, Research & Development, technical training, marketing, implementation and customer services. Why not take the challenge to grow with us? Now at CET we have the following openings for you:

### NETWORK SUPPORT MANAGER

● work as a support manager for GSM/TACS/AMPS FSO as well as BN. coach and lead the organization and build up local competence. 5 years experience in support or relevant field and 2 years experience in management in Ericsson. good communication and interpersonal skills.

### SENIOR SUPPORT ENGINEER

● responsible for customer support in Chongqing and South-west China good knowledge of trouble-shooting and general trouble report handling experience in maintenance (AS-, CAN-, ACA- and ECA-handling) and customer training 3 years experience in support or relevant field good communication and interpersonal skills.

### LEAD SYSTEM INTEGRATION ENGINEER

● Minimum 3 years GSM switch implementation experience Good experience in handling of APZ 212 & IOG 11B Have ASR, system upgrade experience Good knowledge in GMSC, MSC, BSC or HLR Good knowledge of DT Committed to transfer knowledge and train local engineer fluent English and good interpersonal skills

**Application:** GUC/H Tracy Gu (Memoid: ETC.GUC-TRGU) Tel: +86 20 85538868 ext. 20685 Fax: +86 20 8553 6193 or 85536191 E-mail address: etc.guctrgu@mesmtpse.ericsson.se

### Ericsson Australia Pty.Ltd, Australia

### GSM BSS/BSC SUPPORT ENGINEERS

Ericsson's digital mobile business has undergone exciting growth towards both Telstra and Vodafone. This is leading to expanded opportunities for support engineers specialising in digital mobile (GSM). Currently positions are available in Australia towards both operators for experienced staff with BSC / BSS support experience. Positions are also available in our 'sister' unit supporting regional operators.

● Key roles are: Technical support on GSM network elements. Trouble report investigation. Software fault finding. Help desk support. Assistance with the preparation of patches and software packages for delivery. Package testing. Customer interface and liaison. Analysing fault trends and recommending improvements.

Desired Skills: At least four years experience in the following areas: Software testing and verification. TR handling. Trouble shooting. Online consultation. Able to develop software corrections to resolve escalated faults. Additionally: Flexibility and ability to work in a team. Service culture.

The successful applicant can expect a challenging position working as part of a team towards a demanding and growing customer.

The positions are based in Melbourne, however there may be a requirement to travel to customer sites and interstate.

**Contact:** Sue Moorhen, +61 3 9243 5283. Application latest 981218: Susan Zeimbekis, P/ES, Preston, Memoid EPA.EPASUZ.

### LM Ericsson Limited, Dublin, Ireland

### MANAGER, CORE NETWORK ENGINEERING

Part of the Operator Services Business Unit at LMI, the Core Network Engineering (CNE) unit delivers Network Design, Dimensioning, Optimisation and Business Consultancy services to Ericsson's Fixed Line and Mobile Operators in Ireland and overseas markets. The service domain covers Access, Transmission and Network Elements. The CNE unit works closely with its sister unit RNE which provides design and optimisation services in the radio environment.

● Applications are invited for the position of CNE Manager. Reporting to the Manager Operator Services Unit, the CNE Manager will manage a team of 9 engineers and provide direction for the development of this service sector. Strong leadership and communications skills are required coupled with a sound understanding of the services business.

**Application:** Margaret Gaffney, Employee Relations Manager, LM Ericsson Ltd., Beech Hill, Clonskeagh, Dublin 4., Ireland. E-mail: lmimgy@eei.ericsson.se

### LM Ericsson Limited, Dublin, Ireland

### NETWORK ENGINEER, TELECOM NETWORKS (CNE UNIT)

Part of the Operator Services Business Unit at LMI, the Core Network Engineering (CNE) unit delivers Network Design, Dimensioning, Optimisation and Business Consultancy services to Ericsson's Fixed Line and Mobile Operators in Ireland and overseas markets. The service domain covers Access, Transmission and Switching Network Elements. The CNE unit works closely with its sister unit RNE which provides design and optimisation services in the radio environment.

● Applications are invited for the position of Network Engineer, Telecom Networks. Reporting to CNE Unit Manager, the Network Engineer will implement design of fixed line and mobile core networks including architecture, dimensioning and covering Access, Transmission, Switch/IN nodes.

Experience in any of Telecom Networks, Switching, Telephony, Network Management, Intelligent Networks or other equivalent disciplines will be an advantage.

Strongly motivated and eager to progress, the successful candidate, backed by ongoing training programs and latest tools support, will join a team of 9 engineers participating in and influencing this rapidly evolving telecom business.

**Contact:** Margaret Gaffney, Employee Relations Manager, LM Ericsson Ltd., Beech Hill, Clonskeagh, Dublin 4., Ireland. Ref: 0302. E-mail: lmimgy@eei.ericsson.se

### Ericsson (Hellas) Telecommunications Equipment S.A.

### SUPPORT ENGINEERS FOR GREECE

The System Support Team in Greece is taking on new challenges to provide even better service to our three customers.

### IN SUPPORT ENGINEER

● We are expecting to begin supporting IN shortly, and therefore we are looking for people with experience in IN (SCP/SSF) and at least 3 years AXE experience and 2 years of GSM experience, preferably with Customer support.

### SWITCHING SYSTEM SUPPORT ENGINEER

● Due to the expansion of our customers network we are looking for people with least 3 years AXE experience and 2 years of GSM experience in

MSC/VLR/HLR, preferably with Customer support.

### BASE STATIONS SYSTEM SUPPORT ENGINEER

● Also due to the expansion of our customers network we are looking for people with least 3 years AXE experience and 2 years of GSM experience in BSC/BTS, preferably with Customer support.

For the positions the applicants should have good SW knowledge and trouble shooting experience, as well as being experienced in handling emergency situations. The positions will participate in the Emergency support as being part of the on-call team, handling Trouble reports, preparation of SW and HW updates in all areas of the system.

Good knowledge of spoken and written English is essential. The applicants should be flexible, team orientated, have initiative and be able to work under pressure.

We are offering long term contracts, starting ASAP. We live and work outside Athens by the Mediterranean Sea with only a five minute drive to work.

**Contact:** Anneli Johansson, System Support Manager, Memo ETG.ETGAJOH Phone: +30 93 241 5503 Dag Sveve, Operations Manager, Memo ETG.ETGDAG Phone: +30 93 241 5505

### LM Ericsson Ltd, Dublin, Ireland

### PRODUCT LINE ENTITY PROJECT ADMINISTRATOR

● The PLE Business Services is looking for a person to be responsible for the administration of projects and activities taking place in the design centres at LMI & ETM.

The person appointed to this position shall be responsible for: Set-up of activity codes and issuing of assignments and contracts to the Design Centres. Ensuring that costs reported against a project are appropriate. Maintaining a cost & expense status report of each project and issuing this on a monthly basis to the PLE Manager.

The successful person shall be interfacing with the Core Unit in Sweden and relevant IN design Centres (currently LMI & ETM). You should therefore be self-motivated and have strong communication skills, both oral and written.

Applicants should have a relevant third level qualification and a minimum of 3 years experience in a similar role. Experience of software packages such as Microsoft Excel & Project is necessary.

### PRODUCT LINE ENTITY PROCESS MANAGER

● The PLE Business Services is looking for a person to be responsible for improving our ways of working and to ensure that our operational work is in line with the business goals.

Within the PLE BS, the Business Operations unit is responsible for ensuring that an effective channel to market exists for the Business Services product portfolio (VPN, I&B - fixed & mobile). Consequently, you will be liaising and contributing to the definition of service agreements with the relevant units/departments which contribute to the total product development project. You will also become part of a process network within the PLE virtual organisation and the Core Unit.

You should be analytical, result/goal oriented, self-motivated with strong communication skills, both oral and written. You should have a University Degree in Engineering or related subject and experience of process management & methods within the Telecomms/IT industry.

**Application:** Margaret Gaffney, Employee Relations Manager, LM Ericsson Ltd., Beech Hill, Clonskeagh, Dublin 4. E-mail: lmimgy@eei.ericsson.se

### Ericsson S.A, Spain

### SENIOR SUPPORT ENGINEER

The FSC for the AIRTEL customer in Spain, established in 1996, has a vacancy for a SS Senior Support engineer.

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

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

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

Good knowledge of spoken and written English is essential and any fluency in Spanish is a plus but not essential.

The contract duration is of 2 years.

The FSC for the AIRTEL customer in Spain, established in 1996, has a vacancy for a BSS Senior Support engineer.

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

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

Experience of APZ stoppage handling. Familiarity with MHS

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

Good knowledge of spoken and written English is essential and any fluency in Spanish is a plus but not essential.

The contract duration is of 2 years.

### OSS SUPPORT EXPERT

● We are looking for an "OSS System Expert" to work with OSS implementation and maintenance support.

To qualify, you must have worked with installation/support of OSS systems for at least 3 years and have a broad knowledge of Unix HW & SW, Sybase Administration, X.25, TCP/IP, TMOs platform and CME20 OSS Applications, System Administration and troubleshooting.

You will be part of the OSS support team in our FSC, having as main responsibilities to participate in the on-call schedule to handle Emergency Situations, Implementation of new releases and corrections, and Trouble Report Handling.

You should be self-motivated and work easily on your own and within a team to achieve goals and customer requirements.

Good knowledge of English is a must, Spanish knowledge will be appreciated.

The contract duration is of 2 years.

**Application:** Diego Garrido, FSC Manager, REE.REEDGS

### Ericsson Radio Systems AB, Sundbyberg

### SOLID SLOVAKIA

Our well-positioned Market Unit Ericsson Slovakia has seen cellular penetration grow to the highest among the new democracies in Central and Eastern Europe. While you were looking for it on the map Slovakia's cellular penetration surpassed 10 percent! Ericsson has contributed to this by supplying our partner Eurotel Bratislava with a very high quality GSM system. A solid base in business and organisation is established as a framework for your work. To continue on this path we need one more Field Support Engineer on a one-year contract based in Bratislava in the centre of Europe.

### FSO - FIELD SUPPORT ENGINEER

● The Field Support Engineer will take pride in maintaining Eurotel Bratislava's GSM system at the present high quality level. Ericsson is the sole supplier and we have to date implemented some 10 AXE nodes which have been upgraded to the highest functionality level. The nodes are located in the Bratislava and the other major cities of Slovakia. The customer's technical staff is both





very professional and friendly. You will be a part of the Field Support Office mainly located in Bratislava. The work includes classical FSO tasks, and occasionally when its suits the operation also AXE testing.

Your skilled group colleagues will be a few other expatriates, and a few Slovak support engineers. An important mission is to teach your local colleagues to quickly become full-fledged world class support engineers. To support you Ericsson Slovakia has modern premises and tools and an active training department.

To be successful you need to be a quality oriented, analytical, and teamworking person. You have several years of similar working experience and appropriate Ericsson trainings behind you.

Whatever you know today, you will learn something!

**Contact:** SBB/RC Andre Grce +421 7 49 499 401 SBB/FSOC Csaba Toro +421 7 49 499 448 SBB/H Jarmila Smrekova +421 7 50 35 405 Application: Ericsson Slovakia spol. s.r.o. SBB/H Jarmila Smrekova Memoid: SBB.SBBJAR Postal address: Stara Vajnorska 90, Bratislava, Slovak Republic

Ericsson Turkey, Istanbul-Turkey

### SS SENIOR SUPPORT ENGINEER

● Job Description: As GSM Technical Support Center Department in Ericsson Turkiye, we are responsible to provide technical support as well as emergency support to the our main customer TURKCELL which serves 2M mobile subscribers with 45 nodes. Network will expand with in one year up to 160 nodes to be able to handle 5M mobile subscribers.

There is vacancy for SS Senior Support Engineer positions. The position will be placed in Istanbul, frequent travelling not required. Duration of assignment is 1-2 year.

Main Responsibilities: Trouble-shooting activities, H/W and S/W upgrades such as APZ upgrades/AC-A's/EC-A's, Emergency Handling, Consultancy Services. Transferring the knowledge to the local staff by cooperating closely. Test, demo and implementation of new features.

Competence Requirements: SS Senior Support Engineer should have experience on the field minimum 5 years. A solid AXE/Unix knowledge and experience with minimum 3 years in Customer Support. High competence in APZ/IOG. Ability to handle urgent S/W problem as well as the Emergency Situation in the field. Good command of English and customer relation, be able to work under pressure are the MUST of position.

**Contact** latest 981218: Emin DUMAN, Technical Support Manager, memID:ENK.ENKEDU, e-mail:emin.duman@ericsson.com.tr

Ericsson Australia Pty. Ltd.

### NETWORK OPERATIONS CENTRE MANAGER AUSTRALIAN SERVICES

● The Network Operations Centre in Sydney is seeking the services of a new Manager. This role is to provide leadership for a team seeking to stretch the bounds of service delivery.

The team currently works towards two extremely exciting and demanding operators and is expected to grow rapidly to offer services to other operators and across several technologies in the near future.

The new NOC manager being sought will be expected to help develop the team both organisationally and technically to meet the new challenges and create an effective new service delivery organisation.

Key Skills: Ability to forge and manage a new team through a rapid growth phase. Ability to establish and track key performance indicators. Ability to develop and improve on plans, procedures and organisational structures for support and project activities. Ability to provide leadership to the team and assess and manage staff performance. Experience in supporting multi-element networks including AXE, IT, transmission and third party products. Experience in preparation and management of capital and expense budgets for the team. Awareness of the importance of and procedures to maintain quality systems in line with ISO9001.

Desired Attributes: Previous extensive management experience. High standard of self motivation and ability to motivate the team. Understanding of growth and ability to plan for rapid business development. Comfortable with working remote from the main organisation.

The successful applicant can expect a challenging position working as part of a team towards a demanding and growing customer base.

The position is based in Sydney (North Ryde), however there will be a requirement to travel to customer sites and interstate.

**Contact:** Sue Moorhen on +61 3 9243 5283 or EPA.EPASMM. Application latest 981127: Susan Zeimbekis, EPA.EPASUZ.

LM Ericsson Limited Dublin

### SYSTEM DESIGNERS

● Want to work with Multimedia over Internet Protocol? Our designers work with all the biggest technologies - OOAD, JAVA, UNIX, NT, C++ developing the business communications systems of tomorrow. As part of a young enthusiastic group of people, there will be plenty of hard work coupled with plenty of opportunities. These include the chance to work abroad, technical and management training, with many different areas and disciplines to work in. For ambitious, talented individuals, working in Software Design at Ericsson allows your career to grow in tandem with the new technology you will be helping to create. Ref: 2580

### NETWORK MANAGEMENT SYSTEMS ENGINEERS

● This is predominantly a systems role, where you will be responsible for the realisation and deployment of Telecommunications Operation Support Systems and IT solutions through integration of third party hardware and software systems. We are seeking candidates across all levels of experience, with excellent analytical skills. You will be working with systems and solutions mainly based on UNIX and Microsoft platforms, incorporating RDBMS and Client/Server applications across TCP/IP WANs. The need to analyse the infrastructure of a system and determine the optimum way to approach problems and develop solutions requires someone with the ability to work very much on their own initiative.

The successful candidate will possess a degree or diploma in Electronic/Telecommunications Engineering or Computer Applications/Science. Experience with compiled languages (C programming, UNIX network programming), interpreted languages (SH, TCL, PERL), system/database administration (SUN or HP UNIX, SYBASE or ORACLE), network administration (LAN/WAN, TCP/IP, X25), data communication commissioning and troubleshooting are desirable. Ref: 2581

### SOFTWARE ENGINEERS

● With the exciting transformation of telecommunications happening due to the convergence of media, applications and technologies, this is an ideal time to become part of this ever-expanding market. We are now seeking Software Engineers to work with some of our most important customers, involving the verification, customisation and support of public network telecommunication systems in Europe and the Middle East.

The successful candidates will have experience in software debugging/troubleshooting of Ericsson proprietary software, familiarity with C++ and/or UNIX and the ability to develop pro-active, empathetic relationships with our customers and their needs. This is a fastmoving, exhilarating career with plenty of opportunities for international travel, servicing our multinational customer base. It requires people with confidence and dynamism, who will relish the challenges which the rapidly growing future of telecommunications brings. Ref: 2582

### PRODUCT MANAGERS

● Working as part of a multi-disciplinary team you will identify new opportunities for Ericsson's customers in the increasingly dynamic telecommunications marketplace. You will have an in depth knowledge and understanding in at least one of the key technology areas in existing and next generation communication systems including GSM core, Intelligent Networks, Data Communications, Internet - Voice Over IP, E Commerce, Transmission, Access Solutions, Network Management and Operations Support Systems.

Responsibilities will include the evolution of existing networks and services to take advantage of emerging technologies and business opportunities. Working with the global Ericsson product management team you will ensure local operator requirements are captured for inclusion in future product releases. Close co-operation with the Business Units will be required providing them with the necessary technical expertise in the preparation of tender responses and pre-sales activities.

These positions offer a stimulating environment for individuals with a flair for creativity and innovation in realising the path to next generation networks and convergence between fixed, mobile and data communications. Ref: 2583

### USER INFORMATION DESIGNERS

● We are seeking experienced professionals to work with our switch and IP based telecommunication applications. You will be working with a team of service designers, systems engineers and marketing support. Your main tasks will be to provide information design, with a focus on user and system administrator's guides, on-line help and software usability aspects of our products.

There will also be opportunities to work with multimedia and the web. You should possess excellent writing skills and have the ability to write technical information orientated to the user's needs. Previous experience of publishing tools, particularly Framemaker and Word is necessary. An engineering, computing or telecommunications qualification is preferred and candidates may be required to supply samples of their work. Ref: 2584

### PROJECT PLANNERS

● The ideal candidates will have experience in project planning or production planning in the telecommunications industry in the areas of production, cost control and project organisation. We are seeking ambitious, dynamic individuals with the ability to develop into Project Managers. You should possess the ability to track project budgets, plan and schedule project resources and be prepared to act on the Project Manager's behalf. Ideally you should have an Industrial Engineering or equivalent qualification. Ref: 2585

### PROJECT MANAGERS

● Working with a dynamic group of fellow Project Managers, your responsibilities will include management of telecommunications projects from initiation to satisfactory conclusion in terms of delivery precision, quality, costs and customer satisfaction. You will require drive, ambition and be goal-orientated to consistently meet the aggressive targets you are set. Candidates will possess a relevant degree or will have relevant technical and business expertise in the field. Ref: 2586

**Application** with ref.nr included: Margaret Gaffney, Employee Relations Manager, LM Ericsson Ltd, Beech Hill, Clonskeagh, Dublin 4, Ireland. Tel: +353 1 2072112. E-mail: limgy@eei.ericsson.se

### TAKE THE CHALLENGES IN CHINA

Latest news: China becomes Ericsson's largest market in the world!

Guangdong Ericsson Telecom Engineering Co. Ltd (GUC) is a joint venture company based in Guangzhou and offers its professional service to Region South, the most dynamic part of our business in China. Why not take the challenge to grow with us? Now at GUC we have the following openings for you:

### DT ENGINEER

● Minimum 3 years DT experience in CME20. Good knowledge in GMSC, MSC, BSC, HLR DT. Committed to transfer knowledge and train local engineer. fluent English and good interpersonal skills.

### SENIOR ENGINEER

● Must have over 5 years Ericsson switch experience in mobile. have experience in ASR & implementation, AS upgrade. have system trouble shooting experience. CME 20 experience preferred. Good APZ 212 & IOG 11 handling experience. Good knowledge of CME20 DT. Good AXE O&M experience. fluent English and good interpersonal skills.

### SYSTEM INTEGRATION ENGINEER

● Minimum 3 years GSM switch implementation experience. Good experience in handling of APZ 212 & IOG 11B. Have ASR, system upgrade experience. Good knowledge in GMSC, MSC, BSC or HLR. Good knowledge of DT. Committed to transfer knowledge and train local engineer. fluent English and good interpersonal skills.

**Application:** GUC/H Jasmin Xu (Memoid: ETC.GUCJAXU) Tel: +86 20 85538868 ext. 20813 Fax: +86 20 8553 6193 or 85536191

Ericsson Telecommunications Romania S.R.L. - ETR

### LOGISTIC MANAGER

Ericsson Telecommunications Romania (ETR) was established in 1997 and has today 220 employees working with all of the Ericsson products. ETR has contracts signed with operators in both mobile and fixed network telephony. We are now looking for a Logistic Manager. The Logistic department has today 14 local employees working with purchasing/ordering, transportation, customs clearance and in warehouse.

● You will be responsible for managing efficiently the flow of materials and information concerning orders, storage and deliveries of the materials to and from ETR in a way that satisfies both internal and external clients. You will manage the department within the framework of the corporate policies and directives as well as company objectives and regulations. You will be reporting to the Finance Director who is managing all the Staff functions.

Your profile is a university graduate, with several years experience with logistics activities, good knowledge of Ericsson products, ordering systems and structure, good knowledge of English, you have good computer skills and management skills.

**Contact:** Linde Dijkgraaf - Logistic Manager-Memoid:ETR.ETRLDI Simona Serban - Human Resources Manager, Tel +40 1 40 10 122, Application: Memoid: ETR.ETRSISE

Ericsson GmbH, Düsseldorf, Germany

### GSM SENIOR SUPPORT ENGINEER / SUPPORT SPECIALIST

● We are looking for support engineers with a minimum of 3 years AXE/GSM experience, specialised in either the BSS or the SS area. The successful candidates will be working with a young team in the unit 'Service Supply Center', SSC.

Our unit is responsible for all support and supply activities to our customer service centers, CSC. This involves TR analysis, help desk handling, first and second line emergency support, advanced trouble shooting and emergency correction development. We are also responsible for the acceptance test with the customer and the FOA implementations of new software releases.

Our customers are running one of the biggest GSM network in the world as well as rapid growing fix networks. Being the world-FOA for most of the new releases, we have a very close contact to the new development projects within Ericsson, such as GPRS, UMTS/W-CDMA and GSM-R. This will give the successful candidate a great opportunity for personal and technical development and work with the latest GSM technique.

You should have a good knowledge of support/supply activities. You will play an active role in providing support/supply and you will advice our local engineers to build up local competence.

The position can be either expatriate or local employment.

**Contact:** Mikael Strandberg for the job in the support area, phone +49 211 5342359, memo id EDD.EDDMIST and Stefan Wannhoff for the Supply jobs, phone +49 211 5342289, memo id EDD.EDDWANN. Application: Ericsson GmbH Human Resources, Bettina Karsten Fritz-Vomfelde-Straße 26 40547 Düsseldorf, GERMANY

Ericsson Korea Ltd

### FIXED NETWORK TROUBLESHOOTER

LONG TERM & SHORT TERM CONTRACTS

● Ericsson Korea is wanting a number of staff to assist with Year 2k project together with Hanwha Telecom. The project involves the following; Upgrade 41 exchanges currently in APT 210 06 and APZ 210 06 or APZ 211 02 to APT 210 08 by relocation of APZ 211 10 and IOG11. Upgrade 47 exchanges from APT 210 08 to Local 3 by upgrade of IOG11 and replacement of APZ with APZ 212 20. The upgrades will be done with the DT method using DTSS.

Ericsson Korea require two long term expat to provide expert troubleshooting assistance to the project. The period required is from January 1999 to March 2000. Short term contracts from 3 to 9 months are also available during the same interval.

### EXPERT TROUBLESHOOTER

● The expert troubleshooting would be required to work most of time in the test plant at Hanwha factory in Sungnam around 30 km south of Seoul. Candidates with the following are encouraged to apply;

Ability to provide emergency solutions fast. Ability to provide market corrections. Ability to work with complex interwork with other nodes in the network. Ability to build good relationships with Hanwha staff.

### FIELD TROUBLE SHOOTER

● Additionally a field trouble shooter is required to support Hanwha staff to carry out the upgrade work in the field. Candidates with the following are encouraged to apply;

Good hands on knowledge of Local 3 application. Good hands on knowledge of IOG 11. Good hands on knowledge of APZ 212 20. Good knowledge of data transcript. Able to correct DTSS scripts advantageous.

**Contact:** Lennart Holm, EKK.EKKLHOL. Application latest 981124: EPA.EPACLJ Caroline Nadf.

Ericsson Communications Pvt Ltd, India (ECI)

ECI having started its operations in India in 1995, is the leading GSM Mobile telephony player with 40% market share in India. It is a major supplier to state owned DOT and leading supplier to

# UP FOR A CHALLENGING RUN?

At Product Line Entity (PLE) Call Centre Solutions, we offer innovative service applications and solutions to Network operators and, through the operator, to small, medium and large enterprises.

Our solutions are in the forefront of technology converging fixed & mobile, enabling virtual call centre and integrating Internet and multimedia functionality into the call centre environment. Our solutions have been installed in more than 65 countries.

PLE Call Centre Solutions was formed in May 1998 as part of the Network Intelligence (NI) Globalization project. Based on the NI business and product expansion strategies, the Globalization project introduced the PLE concept, a business-oriented "small company" approach, delegating authority and incentives to the PLE.

We are currently merging NI at Public Networks and Value Added Services (VAS) at RMOG with a view to securing an even stronger Fixed Mobile Convergence product offering.

**The Call Centre Solutions PLE now has the following vacancies:**

## Market Manager

As Market Manager, your job will be to maintain, develop and realize business opportunities in markets of interest to the Call Centre Solutions PLE.

You will be expected to identify, forecast and secure profitable business on behalf of the PLE, track all sales with revenue impact on the PLE and accurately record performance against PLE targets.

### Your duties will include:

- Development and implementation of sales and market plans
- Customer contact development and maintenance
- Securing new business
- Reporting on market conditions and proposing appropriate action
- Bid/proposal development and justification
- Business case development and report production
- Developing and delivering sales propositions and messages
- Updating customer and opportunity tracking databases

In addition to presentation skills, applicants must be competent/skilled in sales and marketing, business and economics and price/proposition development.

The position offers frequent opportunities for international travel. You will be based initially in Älvsjö, Sweden.

## Market Support Manager

As Market Support Manager, your role will be to maintain, develop and document market awareness and relevant trends in markets of interest to us.

### Your duties will include:

- Bid/proposal co-ordination and business case development
- Developing sales propositions, messages and maintaining sales support material
- Providing support at exhibitions
- Developing and maintaining an effective customer and opportunity tracking database

Successful applicants must have previous experience in business and economics, database management, price/proposition development and market research/analysis. A working knowledge of MS Office is also essential.

Though not required, preference will be given to applicants with previous sales and marketing experience. You will be based in Älvsjö, Sweden.

## Designer

As a designer you will assist our Design Centre team in the development of a new solution – a service and platform concept involving computer/telephony and Internet/multimedia technology integration. The position offers an ideal opportunity to add value to your existing skills in an increasingly important area.

The position offers frequent travel opportunities as you will be co-operating directly with our customers and other Ericsson Design Centres.

We are looking for people with experience in software design and a good working knowledge of the Windows NT operating system, Visual C++, MFC, COM, SQL, ISDN/SS7. You must also be co-operative, good at writing and well organized.

Knowledge of Call Centre service applications and solutions is desirable but not essential. You will be based in Älvsjö, Sweden.

## Solutions Manager

We are looking for two Solutions Managers to work in the exciting borderland between telecommunications, Information Technology and people. The job involves meeting internal and end-user customers to discuss ways of developing their businesses.

Part of the role of a Solutions Manager is to assess and evaluate customer requirements. The commercial side of the work is carried out in close co-operation with local account managers.

### Your duties will include:

- Defining solutions to customer requirements
- Preparing offers and developing new business opportunities
- Being involved in the implementation of new businesses in the customer's organization

As Solutions Manager you will become a Call Centre specialist/consultant. Your work will involve visiting and analyzing our customers' businesses and drawing up recommendations for further development.

In addition to presentation skills, applicants should be competent in PC LAN technology, telecom networks and price/proposition development.

Your competence will be further developed through seminars/workshops and experience from working with customers. Estimated travelling involved: 25 to 35 days a year. You will be based in Älvsjö, Sweden or Copenhagen, Denmark.

## Product Manager

As Product Manager you will be identifying and pursuing opportunities in new call centre technology, including Internet and multimedia technologies.

### Your duties will include:

- Developing product strategies, plans and customer presentations
- Acting as project sponsor responsible for product requirements
- Analysis of product lifecycle and methodologies
- Supporting our marketing organization

Working closely with our design units, you will be acting as our interface with development organizations, subcontractors, partners world-wide and other product management organizations within Ericsson – effectively supporting our products and services.

Applicants should be competent/skilled in IT and/or telecommunications, product analysis and turning customer needs into business concepts.

Estimated travelling involved: 30-50 days a year. You will be based in Copenhagen, Denmark or Älvsjö, Sweden.

## All positions

All positions require proficiency in English and good communication skills.

### For further information, please contact:

**Market Manager and Market Support Manager**  
Chris Graham-Fielding, Sales and Marketing Manager.  
Tel: +46 8 719 42 88

**Designer**  
Cathy Fura, Design Centre Manager. Tel: +46 8 719 93 30

**Solutions Manager**  
Ole Lindskov, Solutions and Business Development Manager. Tel: +45 33 88 35 43

**Product Manager**  
Jeppe I. Hansen, Product Management Manager.  
Tel: +45 33 88 36 37

Please send your application (marked with the position you are applying for) and CV no later than 31.12.98, to:

Ericsson Telecom AB  
Dept. HF/ETX/PN/NIH  
Christina Wetterberg  
SE-126 25 STOCKHOLM, Sweden

Intranet home page: <http://ccs.ni.ericsson.se>  
NI homepage: [www.ericsson.se/ni](http://www.ericsson.se/ni)

# Looking for a top position, where Telecom meets Datacom, where Wireless meets Wireline?

Competition in the new telecom world has never been fiercer. As wireless, wireline, datacom and Internet converge – and bandwidth becomes a commodity – an operator's ability to offer competitive services is fast proving the key differentiator on the road to success.

To strengthen Ericsson's ability to offer these services, Network Intelligence (ETX/PN/NI) and Value Added Services (ERA/LU) are merging their operations. The object is to create a vigorous new Product Unit serving the fixed, GSM and PDC markets. Well in line with the new spirit of Ericsson.

We are now looking for people prepared to take up the challenge and help run this exciting new team.

All management positions subordinate to the Head of the Product Unit will be open. The vacancies will be announced on 2 December at <http://vasani.ericsson.se>

Be sure to tune in.

## **WARNING:**

By reading this ad you risk becoming part of a creative team working on exciting new challenges on the frontiers of communication technology.

**ERICSSON** 

## SW Designers – Join us in the development of Wireless LAN Systems

*The emerging world-wide market for high-speed Wireless LAN Systems is a new great opportunity for Ericsson. Standards for Wireless LAN Systems are being developed in collaboration between US, Europe and Japan, and frequency assignments are being harmonized at 5.2 GHz in all markets. This assures a world wide operation. The high-speed Wireless LAN Systems will provide IP based multimedia communication in public and corporate environments, and they will offer user bitrates up to 35 Mbps, at low speed mobility and with a range between 30–150 m.*

We are a small and dynamic organization in Kista, where individuals have many possibilities to influence the development. We work in an international environment with close cooperation with research and design groups in Nurnberg and Gothenburg. We participate in standardization forums such as ETSI, IETF, MMAC and IEEE.

We are searching for qualified SW designers who want to participate in the development of access points (base stations) and terminal adapters (PCMCIA), according to the ETSI HiperLAN/2 and IEEE 802.11 standards. This will be a new packet based platform for high-speed access. Your work will cover everything from system design, coding and testing. You will also have a lot of freedom to organize your way of working, since you are the expert on what you are doing.

### SW Designers – Embedded System

You will work with basic link layer functions (Ethernet bridging, mobility, authentication, etc.) in the access point. This also includes the design and implementation of the embedded platform. We expect you to have previous experience from embedded SW design.

### SW Designers – Windows

You will work with IP and OAM applications in Windows, as well as with low level NDIS drivers for the terminal adapter. For instance, we are currently implementing IPsec and ISAKMP for Windows NT/95/98, which has to be evolved to adapt to HiperLAN access. We expect you to have previous experience from qualified SW design and to have an interest to get into the Windows programming environment. As an alternative, we can consider newly graduated persons that can grow in our organization.

### SW Designers – Applications

You will work with IP mobility, IP security, radio resource management and OAM for the access point as well as the backbone network. Apart from good experience with SW design, you also need a fair understanding of the IP protocol suite and an interest in emerging IETF protocols.

### For further information contact:

Hans Schmekel, phone 08-75 75592,  
[hans.schmekel@era.ericsson.se](mailto:hans.schmekel@era.ericsson.se)  
Hans Eriksson, phone 08-75 72745,  
[hans.eriksson@era.ericsson.se](mailto:hans.eriksson@era.ericsson.se)

### Intranet:

<http://wlan.ericsson.se>

### Please send your application to:

Ericsson Radio Systems AB  
F/HSS Mari Skoglöf, 164 80 Stockholm  
[mari.skoglof@era.ericsson.se](mailto:mari.skoglof@era.ericsson.se)



Make yourself heard.

**ERICSSON** 

state owned VSNL account for fixed networks. With nearly 600 employees, it has very rapidly built up competent resources who are also implementing various projects overseas. The Govt. of India is now opening up ISP (Internet Service Provider) licenses for private business operators.

ECI now aims at positioning itself as a leading system solutions provider for carrier-class ISPs in India. To start and handle ISP related activities in ECI, we are looking for :

## SR. SPECIALIST/SPECIALIST (INTERNET)

● The key responsibilities for this position shall be proposing and implementing solutions for ISP core networks and also scaling and dimensioning of system solutions.

The other responsibilities will include: Presenting system solutions to ISPs (primarily technical sales support). To train and to transfer domain knowledge/expertise to a team of engineers. To look after activities related to management of planning and execution of system implementation of ISP core networks.

The required competencies are : Expertise in proposing and implementing solutions for ISP core networks. Thorough knowledge and Expertise in working with SUN server platform environment.

Knowledge and experience of working with softwares like Solaris for ISPs, BMC Patrolview, SyMon, Solect billing. Experience/ expertise in working with the configuration and installation/integration of application servers (Email, WWW, News, Chat, etc.), billing solutions for ISPs, RA-DIUS, DNS, DHCP and firewall servers.

Good knowledge of system integration services in a SUN server environment.

Good English Communication and technical leadership skills.

Candidate should preferably be engineers or graduates in Computers/IT or Telecom with 3-5 years relevant work experience in a similar position.

**Contact:** ECI/HRM Samir Prakash Phone + 91 11 6180808 Fax + 91 11 6187878 eci.ecihrc.mesmpmse.ericsson.se Application : Ericsson Communications Pvt. Ltd. P.O.Box 10912, New Delhi - 110 066, India

Ericsson Communications Canada, Montreal

## APZ SUPPORT ENGINEER (TECHNICAL ASSISTANCE CENTRE)

● A vacancy exists in the APZ Support group in Montreal. The Job involves Technical Support for North America and Canada, within the APZ field.

We require a self motivated person, with in depth knowledge of Trouble shooting methods as well as the ability to perform technical investigations into all aspects of APZ. Software/Hardware problems in the CP/RP/EM-RP. The candidate must have proven ability in Test System, CPT and System Stoppage Handling. It will be necessary to Handle ongoing Trouble Reports, therefore Knowledge of MHS/MSS would be an advantage.

The position will take the form of a Two Year Long Term contract and will be based in Montreal, although some travel will be required as well as pager rotation and interwork with other Support groups within LMC.

It is essential that the candidate be fluent in English. If you possess the above characteristics and have the ability to Communicate with tact and diplomacy, then please contact the following people.

**Contact:** Adrian Gilli LMCADGI or Andrew Simon LMCANDS

Ericsson Inc, Richardson, US

## PRODUCT MANAGER GSM BSS

● The US GSM BSS Product Management group is looking for an experienced BSS person. We are responsible for product management of the BSS part of the GSM system for all GSM customers in the US and need to strengthen our BSS competence.

You will in cooperation with other product management functions worldwide manage issues on the BSS part in terms of functionality and market requirements.

Your responsibilities will include evaluation of emerging internal and external technologies and products. As US is the world leader in Datacom, we foresee new business opportunities within Wireless Data area so experience from EDGE, GSM on the Net, GPRS or HSCSD will be a merit.

We offer a stimulating environment for an individual looking for a challenge to ensure the continuing success for Ericsson on one of the most demanding market worldwide.

You will get opportunities to support the local account teams with customer presentations and technical product support, so you need good presentation skills. You will have an in depth knowl-

edge from the Ericsson BSC or BSS system. We expect you to have a Masters degree or similar experience.

**Contact:** Mats Wallen +1 972 583 0043 Mats.Wallen@ericsson.com

Ericsson de Bolivia S.A.

## SENIOR PROJECT MANAGER

● As a Senior Project Manager you are responsible for that Ericsson's commitments to our customers are realized in time and with good quality, and that our project management function is managed and developed in order to maintain high quality project management services. Our main product is D-AMPS infrastructure and services. We also supply fixed radio access and PTSN systems to the Bolivian market.

You are a creative and driving person with good leadership skills and a solid background in project management. You have a strong interest in both the commercial and the technical aspects of our business and you possess the ability to create excellent customer relationships. Since we are a small team, you must be organized and systematic but flexible and you do not hesitate to roll up your sleeves when needed.

Candidates for the position should have a formal education in electrical engineering and/or business administration. Excellent English and a good command of Spanish Italian is a further advantage.

We can offer you a long-term contract with location in La Paz, a very comfortable, safe and interesting place to live, with or without accompanying family.

**Contact:** Peter Holmertz, Operations Manager, peter.holmertz@ericsson.com Eva Moberg Vargas, HR Manager, EBB.EBVEVA Phone: +591 2 312233, Fax: +591 8 112279 Application latest 981130: Ericsson de Bolivia Telecomunicaciones S.A. Attention: Departamento de Recursos Humanos Casilla de Correos No 648 La Paz

Ericsson Communications Canada, Mississauga, Ontario, Customer Service Organization

## OSS TECHNICAL

### ASSISTANT SPECIALIST

● Job Requirement: University degree in engineering, engineering technology or science or equivalent work experience. Exposure to Unix and peripheral products. Several years related experience in telecommunications. Working knowledge and understanding of cellular systems. Two years experience with Ericsson or equivalent cellular experience. Trained in CMS 40 or CME 20 OSS operations and maintenance. Basic ISO training on 9002 standard. Excellent communication skills both written and oral. These skills can be acquired through a combination of specialized training and/or on the job experience

Job Description: Providing technical sales support and application testing as part of the Application Support function. Responsible for developing personal and group objectives. Communicating with customers on an ongoing basis. Preparing the procedures and verification of functionality of functions/corrections regardless of complexity, preparing quarterly or monthly plans, audits and verifying data. Assisting customers and field personnel in technical and operative questions. Assisting in emergency situations to resolve equipment and/or procedure errors. Plans, controls and directs CNA, AC-A, EC-A, SC-A or MR implementation

**Contact:** Human Resources Ericsson Communications Canada 5255 Satellite Drive Mississauga, Ontario Canada L4W 5E3 Fax (905) 629-6701

Ericsson Eurolab Deutschland GmbH, Aachen

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-culture environment and is covering a vast range of development areas at the leading edge of technology, such as ISDN, IN and Internet accesses. To strengthen our activities we are looking for

## SYSTEM TEST LEADER

● Your main authorities and tasks are to plan, coordinate and follow-up of System Integration test activities in the Overall AMC projects.

Furthermore you will also be the interface towards associated verification projects in project related matters and of course you will coach the team.

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. You should be familiar with System Verification/Test and/or Customer Support. Previous managerial experience, e.g. as Project leader/Testleader is a clear advantage.

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

LM Ericsson Ltd, Dublin

## TOTAL PROJECT MANAGER

● Vacancies exist in the newly created Product Line Entity (PLE) for Total Project managers. The Product Line Entity has responsibility for all consolidated business activities with respect to the Business Services product portfolio of both GPL-NI and the VAS unit of RMOG. The Business Services product portfolio is initially comprised of the Information & Business (I&B), Virtual Private Network (VPN), to-day available for both fixed and cellular operators.

As a Total Project manager you will manage and co-ordinate the total project with various organisations which have the sub-project responsibility for functional activities such as design, supply, training & marketing of Business Services. These organisations are located in Holland, Sweden and Ireland.

For this job you must have an academic qualification in an Engineering related subject in addition to project management experiences from development, verification and/or industrialisation projects.

You should be open minded, result/goal oriented and have the ability to organise and manage a multicultural software development project.

**Contact:** Margaret Gaffney Tel: +353 1 2072112 E-mail: [lmimgy@eei.ericsson.se](mailto:lmimgy@eei.ericsson.se) Application latest 981127: Margaret Gaffney, Employee Relations Manager, LM Ericsson Ltd., Beech Hill, Clonskeagh, Dublin 4.

Ericsson Hewlett-Packard Telecommunications AB, Mölndal

## MANAGER - PROJECT AND CONSULTING EUROPE/ROW

Project & Consulting is a new group created to increase the focus on Customer Project Management and Consulting and to meet the expectations from BL's and Sales after the decision to focus all customer projects to Customer Service. The main reasons for bringing Consulting and Project Management are that both are dependant on closer co-operation with Sales, early involvement in the sales process and more direct contacts with the customer, to be successful.

● The main challenge within Consulting is to create a growing profitable business, develop a Consulting Culture and to develop our skills and focus towards the Customer needs. The projects challenges are similar but with more focus on methodology, processes and financial reporting to guarantee profitable projects and customer satisfaction.

Maintaining and developing the Project and Consulting methodology and processes are within your responsibility.

We want you to have leadership capability in developing operations and people as well as experience of establishing and maintaining excellent customer relations. You need to have good experience and knowledge about Telecom and/or IS/IT industry. Capability to develop good contacts with the BL's and Sales organisation is a key success factor.

## MANAGER - IMPLEMENTATION EUROPE/ROW

● You will be responsible for the provisioning of implementation services to our channels and telecom operators. The group will have a size of 15-20 people, today mainly focussing on the OSS solutions. Co-operation with BSS has already started within TIMS/PROGRESSOR and the next step will be to provide implementation skills within BMP.

Your main challenge will be to develop the group into a professional, customer focussed team, sharing experience and competence within the group and within the Service region. The main tasks will be to utilise and develop the com-

petence and resources within the group, develop and maintain new and existing service products in co-operation with the business units and participate actively in the sales process to ensure that the offered services meet the customer needs.

Maintaining and developing the implementation methodology and processes are within your responsibility.

We want you to have leadership capability in developing operations and people as well as experience of establishing and maintaining excellent customer relations. You need to have good experience and knowledge about Telecom and/or IS/IT industry. Capability to develop good contacts with the BL's and Sales organisation is a key success factor.

**Contact:** Håkan Sandberg, Manager Customer Service Europe, +46 31 746 3167, mobile +46 70 609 3242 Application marked M0137CON: Ericsson Hewlett-Packard Telecommunications AB, EHS/FP, Box 333, 431 24 Mölndal

Ericsson Australia Melbourne, Australia

## INTELLIGENT NETWORK SERVICES TEST LEADER

● 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 test leader skills to become a member of the ASAC team. You should have several years experience in the IN service test area and be able to do both test planning, and test leading for design projects

Your major responsibilities would be : Test Analysis. Test planning. Preparation of test specification and test instructions. Leading test teams. Mentoring. Conducting testing of IN services.

Prerequisites: Good AXE test experience. Good IN service testing experience. Good testing knowledge of SCP, SSP, INAP, CS1. GSM testing and IT testing experience is also a great plus. Good Test Leader experience. Good fault finding abilities. Good general Telecommunication knowledge. Unix experience. Good communication and team skills. Dynamic and result driven.

**Contact:** Maria Elmgren, EPA.EPAMIE, epamie@epa.ericsson.se, phone +61 3 9301 4601. Application latest 981202: Leonie Cordell, EPA.EPALEC, epalec@epa.ericsson.se, Ericsson Australia Pty Ltd, P O Box 41, Broadmeadows, VIC 3047, Australia.

Ericsson Radio Systems AB, Kista

## MANAGER REGIONAL SERVICE OFFICE (RSO)

In order to meet the increasing demand on Customer Services we establish Regional Service Offices around the world. We are now looking for managers for the new RSO organizations in Dallas and Beijing.

The purpose of the Regional Organization is to promote and support Customer Services' business. make effective use of regional resources, especially in Marketing Support, Sales Support and Service Delivery. secure service delivery capability, i.e. volume and quality. be the primary support to Market Units, KAMs and Local Companies in CS issues.

● The RSO Manger reports to a board with representation from the Ericsson region, RMOG and PN.

We want you to have: minimum a Bachelor of Science degree or equal, at least 3-5 years of relevant Ericsson experience, sound business competence and a good knowledge of the market situation, i.e. Ericsson's customers and competitors.

As an RSO Manager you should possess good leadership and communication skills. Furthermore, you should be fluent in English, have a proven ability to handle budget related work and to perform financial follow-up.

**Contact:** Bert Nordberg, General Manager, Customer Services, tel +46 8 585 325 25 Anders Persson, tel +46 8 585 313 01 Application: Ericsson Radio Systems AB Kl/ERA/LY/HS Viveka Viklund 164 80 STOCKHOLM viveka.viklund@era.ericsson.se

# Artworks

## - a source of inspiration

Office walls covered with art foster both creativity and contemplation.

Ericsson in Hungary has its own art gallery and arranges new art exhibits every other month, in an effort to support domestic artists.

The employees are then able to vote for a single piece of artwork that will be purchased to decorate the company's walls.

Sculpture, painting, fabric art, multimedia and photography. Ericsson's office in Budapest is decorated with high-quality art from artists working in Hungary.

"This provides a pleasant atmosphere for our daily work environment, as well as for the clients and visitors who come here. In addition, the artwork stimulates creativity and new ideas," says Gabriella Liptay, public relations manager at Ericsson in Hungary.

The gallery is located near the employee cafeteria at Ericsson's new office in the Obuda area of Budapest. A total of approximately 600 people work there and most of them, according to the human resources department, are very pleased with the art gallery, which has been operating since 1992.

It was former personnel manager, Andrea Dömölki, who envisioned the art gallery and since its inception, there have been 35 exhibits arranged. Even newspapers and television stations have shown an interest in the gala openings.

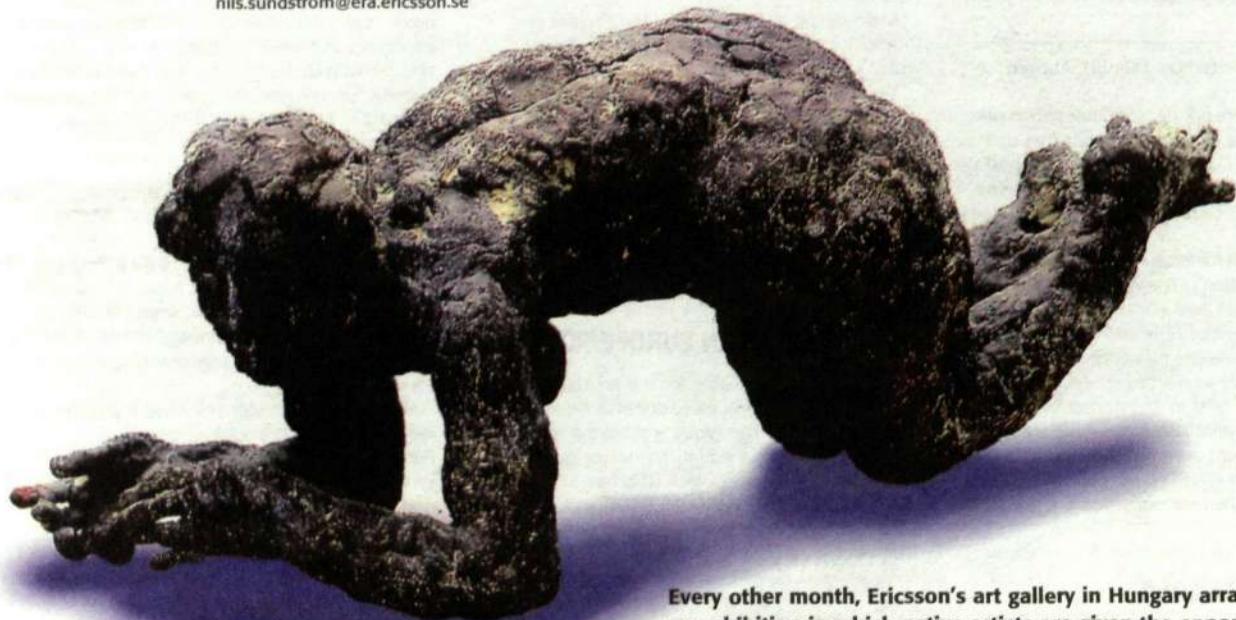
"The interaction between the world of fine arts and our more technical culture feels very stimulating. And, judging from the interest of the artists, our efforts have become very popular. Artists are standing in line to display here," concludes Gabriella Liptay.

Nils Sundström

nils.sundstrom@era.ericsson.se



Since 1992, Ericsson in Hungary has been running its own art gallery. Art stimulates creativity and creates a pleasant atmosphere, according to public relations manager Gabriella Liptay. The painting above is by Kís Sándor Lajos.



Every other month, Ericsson's art gallery in Hungary arranges an exhibition in which native artists are given the opportunity to display their work. This sculpture is by Szinvai Pál.

### UPCOMING

**Tuesday Dec. 1–Sunday Jan. 31:** Ericsson's system for wireless LAN will be demonstrated at Stockholm's Arlanda Airport and the Hi-Tech building in Stockholm. Everyone is welcome to give it a try.

**Wednesday Dec. 9–Friday Dec. 11:** Communication India '98. Ericsson's local companies are organizing an Ericsson display.

**Friday Dec. 4:** Gold Medal Dinner at Stockholm City Hall for employees who have been with Ericsson in Sweden for 30 years or more. Contact will cover the event.

### UPDATES

**Monday Nov. 23:** The Implementation Core Team presented the progress of the new organization.

**Monday Nov. 23:** Last stop for the Enterprise Solutions business segment's Global Launch in New York.

**Thursday Dec. 3:** The Swedish Postal Services unveiled a new stamp with a 50s-model Ericsson telephone. The Ericofon, otherwise known as the Cobra, will now adorn the pages of stamp collectors' albums.

### NEW ASSIGNMENTS

**Jan Lindgren** has been appointed vice president marketing at Ericsson Radio Systems' unit for Mobile Systems – GSM, NMT and TACS.

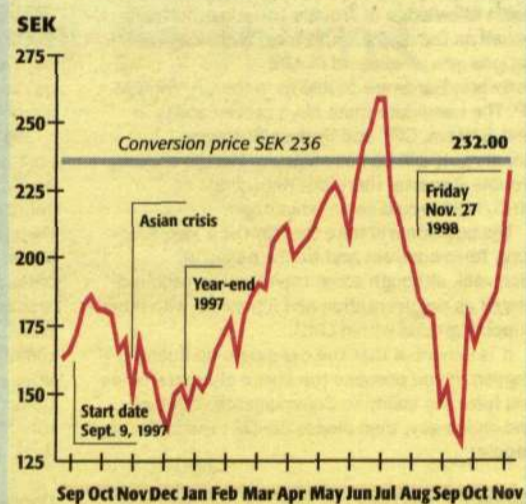
**Sepp Leimgruber** is the new head of Enterprise Solutions in Austria.

**Kjell Nilsson** has been appointed president of Ericsson in the Czech Republic.

**Rolando Zubirén**, president of Ericsson in Argentina, will be leaving the company.

**Mats Nilsson** will be the new head of the standardization unit within Corporate Technology.

### 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>

