

contact

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Mid-winter wedding. On January 30, Robert Blomé, 24, will marry his fiancée Erika, 21. Today they live in a two-bedroom apartment only a stone's throw from the church, but now they're looking at houses. Their dream is to live in the countryside yet closer to town.

Photo: Marie Ullnert

Off to the chapel thanks to prize

Robert Blomé, who works at Ericsson's distribution center in Örebro, Sweden, was awarded SEK 685,000 for his idea: a redesign of the cartons used for packing mobile phones. This is the largest financial award anyone has ever received at Ericsson Mobile Communications. Now he can afford to buy a house and marry Erika.

12-13



New era at Public Networks

He is the manager without a tie or his own parking space. Einar Lindquist became head of the Public Networks business unit this fall. He began by starting to dissolve the old corporate

culture and gradually implementing a new way of thinking. Managers and employees work side by side and more responsibility is being disseminated into the organization.

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NEWS

10,000 jobs at risk worldwide

About 10,000 jobs are in the risk zone worldwide at Ericsson, according to a recent announcement by CEO Sven-Christer Nilsson. Also, the company's profits for 1998 will be below market expectations.

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Switches upgraded

Enterprise Solutions upgraded more than two million lines in the MD110 business switch in 1998. This is necessary because of the impending millennium shift.

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First prize for Finnish find

Four employees at Ericsson in Finland developed a method of distributing customer documentation via the web. The project won the award for "The Best Improvement within Ericsson" for 1998.

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Telefonplan then and now

The architects who designed Ericsson's plant at Telefonplan wanted to create the most attractive industrial complex of the functionalist era.

Thus, a piece of industrial history was born. The complex is a link between the factory town era and the modern suburb.

16-17



New product measure web ads

Ericsson's Internet Advertiser came at just the right time. The product enables operators to control the ad market on the Internet, a market that is growing steadily and which provides new sources of income.

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CORPORATE

Meet Björn-Boström, a new member of corporate management. Sven-Christer Nilsson also relates how far the new organization has progressed.

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The publication for Ericsson employees all over the world

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Speeding up deliveries

It's going to become easier for customers to order products from Ericsson – and delivery times will be much, much shorter. Björn Boström, Senior Vice President of the new Corporate Supply function, has focused his visions on reducing duplicate work efforts and making the organization more flexible.

Product supply functions in Ericsson are facing a revolution under the new organization. Changes will affect the entire flow process; from the time customers place their orders until finished products are delivered, installed and paid for.

An important element will be to convert every unit in Ericsson's product supply chain into a joint, global resource. Ericsson Radio Access already has a unit working in accordance with the model, developing and producing antenna products for various cellular standards on contract assignment from various business units.

"We intend to capitalize on our volume strengths and reduce duplicate work efforts throughout the entire product supply chain," Björn Boström says.

"This will require a market-focused product supply chain, with overall control and resource coordination. In parallel, business and

product units will assume greater responsibility to ensure that products are adapted to the overall approach. By introducing joint processes, tools and IT support, operations will become more efficient and easier to adjust as required."

Customer order-control

The "model production plant" concept used in past production operations by the former Mobile Systems business area will now be expanded to include all product supply units in Ericsson. Among other key elements, the concept includes a customer order-controlled supply chain totally devoid of middlemen. It results in shorter lead-times and less administrative work. It also creates closer cooperation with technology and product development units in the organization as part of overall efforts to develop new products faster.

"The conversion will provide the speed we need to maintain our position of leadership in mobile telephony and achieve equal success in Ericsson's other product and service areas," Björn Boström continues.

"Lead-times for system deliveries have been reduced to between 20 and 30 days, compared with 60 to 120 days in the past. But it's not enough – we have to reduce lead-times even more. Not only in terms of production, but primarily from the time products leave our plants until the time they are installed and placed in operation at customer sites. We are dealing with a cultural revolution and, in the future, we will also have to review distribution and installation routines."

For production plants, the changes will mean more direct deliveries to customers.

It will also become more commonplace to hire extra personnel during peak production periods. Enabling customers to order products more easily from Ericsson is a basic requirement for introducing the simplified, new work routines.

Highly specified products

"In the former Mobile Telephones

and Terminals business area, considerable progress was made in this area by selling highly specified products. System orders are more complex but they, too, can be simplified. Things become much easier if we can offer customers detailed, comprehensive proposals based on certain functional requirements for a new base station, for example," Björn Boström explains.

Product area managers

Routines for purchasing and cooperation with suppliers will also be simplified.

Contacts with major suppliers will be handled by a few so-called product area managers and corporate program managers. They will be organized in a structure similar to Ericsson's contacts with its most important customers. In dealing with customers, responsibility for global customer accounts is managed via Global Account Management.

Bo Westerberg will take over as purchasing manager on February 1, 1999. He is now President of Indelec in Spain.

Björn Boström's corporate func-



Björn Boström, Senior Vice President of Corporate Supply and IT, a new corporate function, likes to exercise; he runs 40 to 50 kilometers per week in the early morning hours. During the winter months, he enjoys long-distance ice skating. He and his wife have a 21-year old daughter who is now a student at the Royal Institute of Technology in Stockholm.

MILESTONES

Björn Boström joined Ericsson as a rotation engineer in 1970, after earning his engineering degree in machine technology from the Royal Institute of Technology and studying business economics.

He has worked for Ericsson outside Sweden for eight years, four in Ireland and four in Mexico. He has also held leading management positions in production.

Björn Boström returned to Sweden in 1981 as plant manager in Kista for Svenska Radioaktiebolaget, which later became Ericsson Radio Systems. Prior to his recent appointment, he had worked as production manager of Ericsson Radio Systems since 1989.

tion also includes responsibility for IT issues. Rolf Skoglund will manage the IT function until year-end 1998, when he will leave the company.

The Ericsson Global Business Model (EGBM), a corporate initiative to introduce standardized global processes and IT tools in the areas of product supply, finance and personnel, is an important part of IT work.

A pilot project

A standardization project now in progress is focused on re-applying the Consumer Products business segment's SAP R/3 software for its TTC process (Time to Customer). A pilot project is now being conducted in Germany with widespread participation by the business units of the Network Operators business segment.

Ericsson IT Services, a unit of the former Ericsson Data, is responsible for all of Ericsson's large computer systems and networks. About 850 people are included in this support unit, with Björn Boström as chairman of the control group. Other parts of the former Ericsson Data form the basis of Ericsson Business Consulting, a new unit within the Enterprise Solutions business segment.

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10,000 jobs at risk as Ericsson streamlines

About 10,000 jobs worldwide are in the risk zone at Ericsson. This was recently announced by CEO Sven-Christer Nilsson as he issued a lower-profit warning for the fourth quarter of 1998. Employee cut-backs may become necessary as a result of the rationalization gains after the reorganization, combined with the fact that Ericsson's growth will not be as rapid as originally forecasted.

"My expectations are based on our view of the continued impact of the global financial crisis, which is affecting demand within some of Ericsson's operations, particularly Public Networks. Even though there are some general indications of recovery in certain Asian markets, there are wider repercussions on global demand, which are now affecting sales and income," comments Sven-Christer Nilsson.

The global economic crisis

In previous interim reports, Ericsson has pointed out the instability resulting from the global economic crisis and its effects on the company. In internal financial reports for November, corporate executive management could see the extent of these repercussions.

"This further emphasizes the need for a strengthening of the ongoing rationalization process. In addition, there will be synergies resulting from the implementation of the new organization. The combined effects of these two factors will involve substantial reductions in the number of

employees," Sven-Christer Nilsson says.

The extent of these reductions is as yet undetermined, nor is it certain how the cut-backs will be distributed geographically or the extent to which the rationalization program will result in dismissals. Corporate management will provide information at the end of January, when the year-end accounts are presented.

"It is difficult to indicate the number of employees who will be affected by the changeover requirements, but it may amount to approximately 10,000 men and women within Ericsson throughout the world.

"The anticipated cutbacks in personnel are related to the need for change within Ericsson that is being caused by technology changes, al-

tered work methods, different job content and efficiency gains in the new organization. The situation is not being made easier by a world economy that appears to be generally weak."

Shift employees

Ericsson will try to shift as many employees as possible into areas in which the company expects future recruitment needs. The company will also emphasize internal recruitment when possible. Employees and managers are encouraged to promote increased mobility towards new jobs within the company.

Revenues for operations within Public Networks and mobile phones are lower than expected. Customers want simpler, cheaper mobile phone

models and profit margins have declined accordingly. Despite a significant increase in volumes, Ericsson has not been able to compensate for this development.

"Our expectations for next year, as I have mentioned earlier, are a slow start and development for the whole year that is below our long-term growth objectives. My expectations regarding Ericsson's long-term growth remains unchanged: we shall exceed market growth. We will achieve this through continued restructuring at an increased pace and development of our operations in accordance with our strategies," Sven-Christer Nilsson concludes.

Mia Widell Örnung

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Stock exchange plummets following news

The share market reacted strongly to the warning about lower profits. The value of stocks traded on the exchange fell SEK 100 billion in just five minutes.

Some analysts who monitor Ericsson are talking of a crisis of confidence. Many believe that Ericsson should have announced earlier that the forecast profit figures were too high. Other analysts have shown understanding for the warning about reduced profits and are of the opinion that previous information was correct, but that the market has refused to listen, which, in turn, has

pushed expectations to unreasonable levels.

In the interim report for the third quarter, Ericsson described the uncertainty caused by the Asian market. These concerns have now been confirmed.

On Thursday, after the news was announced, dealing in Ericsson shares reached record levels. Slightly more than three percent of the shares changed ownership during the first 24 hours.

Ericsson's market value has fluctuated strongly recently. From the start of October until the warning about reduced profits, share value had risen by 80 percent. At the time of

writing, with a market value of slightly less than SEK 200, it is at the same level as in mid-November. Since the beginning of the year, the market value has increased by approximately 30 percent.

Ericsson is not alone in its sector in giving a warning of lower earnings. Nortel gave a warning on September 29 and Alcatel issued a statement on September 17 to the effect that expectations could not be fulfilled. In the spring, Motorola and the Swedish antenna company, Allgon, also gave similar warnings.

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New lab learns from mistakes

Learning from mistakes, or trial and error, is the motto of Ericsson's new lab established to analyze faults and mistakes.

Preferably, of course, no faults should arise but, when they do, it's crucial to detect and correct them before they reach the customer.

The lab is situated at Ericsson in Research Triangle Park in the U.S. It works mainly with mobile telephones.

Analysts working at the lab devote most of their time to detecting and correcting faults in the development stage. They delve to the depths of potential problems, down to the component level.

Open to all employees

The lab is equipped with state-of-the-art analytical tools, including electron microscopes and X-ray equipment. The lab is intended to serve the needs of technicians working to develop new telephones and new software.

The lab is open to all Ericsson employees who might need to avail themselves of its services, however.



Ericsson's new lab at Research Triangle Park in the U.S. looks for faults that can be detected during the development of mobile telephones.

Toward year-end 1998, a new facility will be established whereby all employees will be able to send questions to the lab via the Web for analysis.

Ron Dean manages the lab and the activities of its six employees.

People who feel comfortable working with laboratory equipment are also able to conduct their own

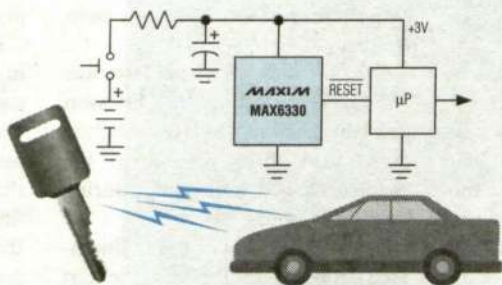
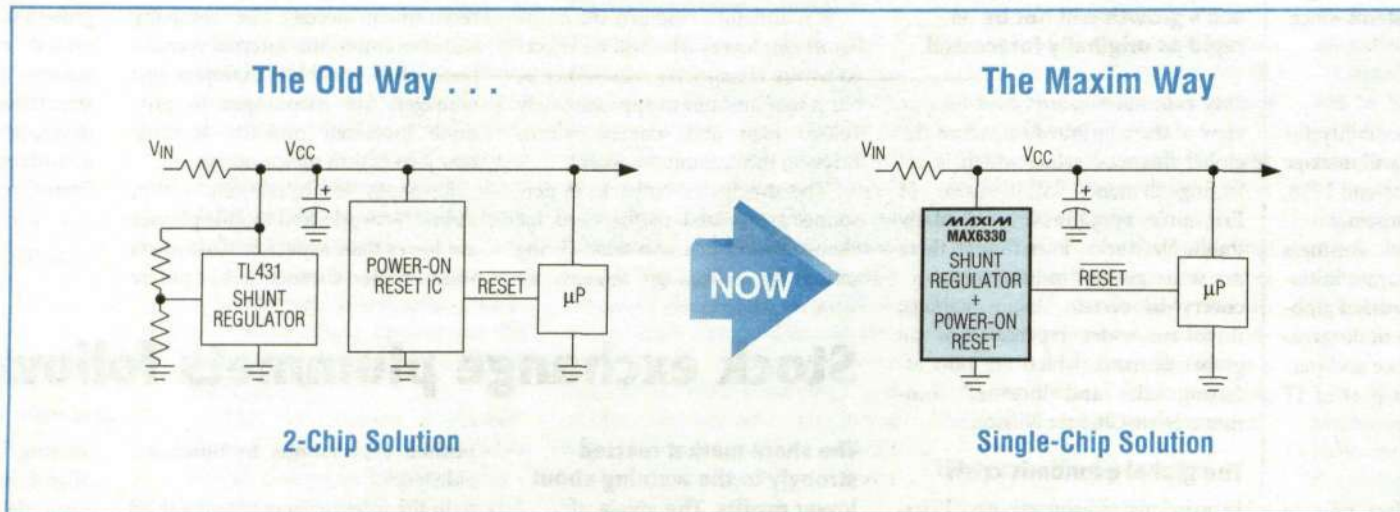
tests and analyses at the lab.

Patrik Lindén

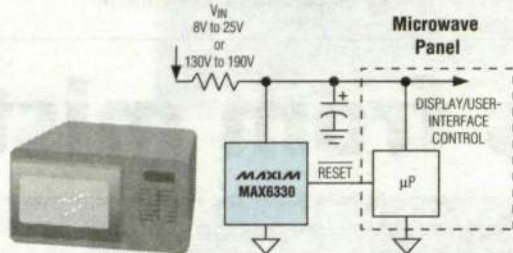
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Ericsson Erisoft has developed a system to simplify booking of broadband links from Teracom by the Swedish media. Christer Lundin, manager of the Transmission unit within Teracom, foresees new business opportunities in transmitting images, sound, text and data via, for example, the Kaknäs Tower in Stockholm.

Photo: Peter Nordahl

New switching system for media broadcasting

Swedish TV and radio channels can now order broadband links quickly and simply from different stations and recording sites. The solution is a booking and switching system developed by Ericsson Erisoft.

The new Circuit Order Processing System (COPS) offers significant benefits for Teracom, which handles all regularly scheduled TV and radio broadcasts in Sweden. COPS will enhance the efficiency of broadcasts and transmissions between various TV and radio stations from different live-broadcast sites.

"In the past, media companies called or faxed us to book space in the network whenever they wanted to send TV or radio reports from sports arenas in other parts of Sweden to the Stockholm area, for ex-

ample. The routine required a great deal of manual labor and follow-up work," says Christer Lundin, broadcast manager at Teracom.

COPS has simplified booking, switching and network supervision, as well as invoicing and compilations of service statistics. The system also makes it easier to find the "right" network routes during peak traffic periods.

Manages itself

"During the first half of 1999, our customers will be able to assume all administrative work involved in booking broadcast time. COPS will allow them direct access to transmission pricing and provide confirmations of broadcast bookings," Christer Lundin continues.

The system can also be switched quickly to access broadband real-time transmissions. This option reduces lost time created by trans-

mission interruptions during live broadcasts from remote locations, for example.

COPS monitors the network and automatically finds new routes if malfunctions affect transmissions in progress.

The system can also process a blend of analog and digital networks," explains Jan Djärv, design manager for the system at Ericsson Erisoft.

The solution, which has already attracted international interest, is a further development of the IMA product family, Integrated Management Applications.

IMA was developed by Ericsson Erisoft to control and supervise mobile telephone networks that use equipment from different suppliers.

"COPS has adopted the network and database design developed for IMA, and can also be used to book

connections and disconnections in different networks, regardless of capacity," Jan Djärv continues.

New opportunities

Teracom recently placed its COPS system in commercial operation, enabling the company to derive greater utilization efficiency from its 155-Megabit nationwide network. Teracom also sees new opportunities to transmit images, sound, text and data for private companies, organizations and private individuals.

"This is the gateway to a new era for Teracom and our customers in terms of transmission services," said Valdemar Persson, President of Teracom, when the system was inaugurated recently at the Kaknäs Tower in Stockholm.

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Millennium web for surfers

With only a little more than one year before the year 2000, many people at Ericsson are working at full speed to establish Y2K compliance for all systems and products before the millennium deadline.

Ericsson's internal network now has a millennium web site to help people working with Y2K compliance and others who are just curious surfers. The site is now scheduled for a facelift and new design. It will be released on the Net in mid-December.

"In the past, the same informa-

tion was contained in several different places at the millennium web site. That's all been changed now," says Therese Hammerman, project manager for the web site's new look. She also plans to establish links with several other millennium sites available on Ericsson's intranet.

Kerstin Aneusson, who is working "on loan" for the corporate millennium group, will be responsible for updating the web site's contents.

"We conducted a search on Ericsson's network to determine how many different year 2000-pages are included. We found more than 50,

WEEKS LEFT TO YEAR 2000

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depending on how you keep score. I would be very grateful to know if there are more. Our goal is to make all relevant pages accessible from the corporate year 2000-web site."

The web site now being re-created is intended for Ericsson employees who work regularly with the millennium issue.

A popular site that deals with year 2000 issues will be launched toward the end of December. Information is also available on Eric-

son's external web site. Starting with this edition, Contact will count down the number of weeks remaining before the new millennium will be ushered in next year; see above. The current countdown number will also show the address to Ericsson's millennium web site.

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Ⓢ <http://millennium.ericsson.se>

If you work with a year 2000-web site, please contact the following e-mail address: kerstin.aneusson@ebc.ericsson.se

IN BRIEF

Road support for truck drivers

► Volvo, one of Sweden's leading truck manufacturers, has established a call center in the U.S. to provide assistance and support for truck drivers who experience problems on the road. The system is based on technology supplied by Ericsson. The call center renders assistance in the event of breakdowns, for example, and drivers who might need spare parts or acute medical assistance. The center is open 24 hours a day, and provides drivers with personal service regardless of their location.

"Our customers have been very positive in their reactions to the service," says Joost de Vries, manager of Volvo Action Service in the U.S. "The new call center we have established in cooperation with Ericsson allows us to handle a variety of problems from the time we are notified until they are resolved."

Volvo's call center, which is based on an Ericsson MD110 business switch, uses a sophisticated message and reporting system. The call center in Greensboro, North Carolina is based on a system similar to Volvo's call center in Belgium, which was also developed with the support of equipment supplied by Ericsson.

Breakthrough for GSM in Russia

► Ericsson has signed a contract with the Russian operator OOO Tomsk Cellular Communication for a turn-key GSM network. It represents a major breakthrough for Ericsson in the industrialized regions of central Russia.

The GSM system will initially cover the city of Tomsk, with capacity to serve 3,000 subscribers. In the project's second phase, network coverage will be extended to serve 7,000 subscribers in Tomsk and the city's surrounding areas. The order includes AXE solutions, radio base stations, services and training.

Ericsson selected by British BT

► BT, the British telecom operator, has selected Ericsson as its supplier of call transfer solutions to meet growing broadband demand. BT will use Ericsson's solutions for both domestic and international transport network.

The call transfer solution created for BT was developed in cooperation between Ericsson in the U.K. and the Transport and Cable Network business unit. The contract calls for a number of different technologies and solutions, including Dense Wavelength Division Multiplexing (DWDM), a sophisticated fiber technology developed by Ericsson.

Quality prize in Hungary

► Friday, November 13, was not a bad-luck day for Ericsson in Hungary. On the contrary, the company was awarded Hungary's quality prize on that otherwise ominous day in November.

Ericsson in Hungary started working actively on with Total Quality Management (TQM) about two years ago.

"Nearly 30 people from various sections of Ericsson have contributed to the efforts that resulted in this prize. Team work was the key element behind our success," says Jolán Kósa, quality manager at Ericsson Hungary.

New organization receives high marks

More than 90 percent of all Ericsson employees are positive to "the new Ericsson". Most are also well-aware of the reasons behind the change and are confident the new Ericsson will be successful.

These are the findings from a survey of Ericsson employees in mid-November. The survey was conducted to study the overall understanding of, and attitudes toward, the new Ericsson. Another important question was to determine how the changes in Ericsson's structure were communicated throughout the organization.

"The results are extremely positive. They have also confirmed the existence of basic prerequisites to achieve change," says Per Zetterquist, information manager of Implementation Core Team, a special group appointed to manage implementation of the new structure.

"Our employees understand and accept the need for change. They were mentally prepared, and the announcement was not interpreted as any sort of a doom's day declaration."

No opposition to change

Eighty percent were very or rather positive to changes that affected them personally.

"I was surprised, in fact, that so many were positive. Their reaction shows there is no opposition to the changes. There is always a considerable element of concern and opposition to change in most structural reorganizations, but we have apparently succeeded in our quest to convey a positive message," Per Zetterquist continues.

The survey also revealed some shortcomings related to information and knowledge about the new Ericsson, however. One-fourth of those surveyed believed they would not be affected by the structural changes and, in some areas, the same reaction was expressed by as many as three-fourths of those surveyed.

"Although structural changes at the business and product unit level will not be particularly dramatic, major changes will be implemented in terms of earnings and business objective control, evaluations of employee performance levels, salaries based on performance and other factors. We just haven't seen practical examples of these changes yet," he continues.

Unanswered questions

The strongest criticism from employees was reflected in generally widespread refusal to answer questions such as "How will the new organization affect me and my unit?" and "When will we receive more information?"

"Personnel in management position have obviously not met the expectations of their employees in terms of information and exactly when changes will affect the individual and his/her immediate surroundings. All management personnel must deal with this issue, as soon as specific announcements and final decisions are made. At the same time, we should all realize that the need for information is immeasurable in conjunction with structural changes of this magnitude," Per Zetterquist explains.

"In addition, we shall have to improve our skills in conveying our strategic goals. There seems to be generally widespread understanding of the fact that technological development is a major force behind changes within Ericsson, but less understanding for the greater power exerted by markets and customers.

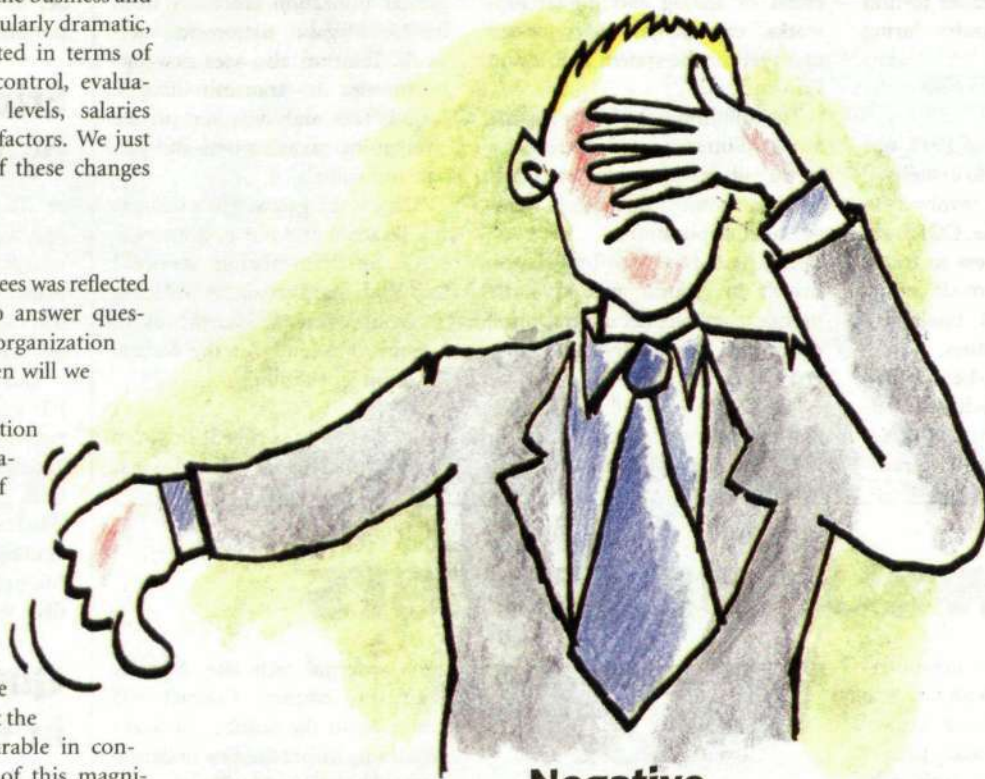
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Illustrations:
Kerold Klang

Positive

- 90 percent said they were positive to the new Ericsson.
- More than 90 percent also believed the new Ericsson will be successful.
- Of those employees who believed they would be affected personally, 80 percent were positive to the changes.
- Information describing reasons behind the changes, and the overall structure, received good marks. 70 percent of employees interviewed in the survey received information about the new Ericsson via the web. 65 percent received information through Contact/Kontakt. The information reached more than 80 percent of employees in Sweden, but less than 50 percent of employees in other countries.



Negative

- Employees criticized the lack of information about effects of the reorganization in certain countries and at various business and product unit levels. More detailed information should have been provided.
- The question "How will I be affected personally?" received an inadequate number of answers. An average of 25 percent thought they would not be affected at all.
- Only a little more than 50 percent said they had heard something about how the company plans to implement the changes. Employees also had only limited knowledge about the company's strategic objectives.
- Nearly half of all those interviewed had not noticed any change in management personnel's attitudes and behavior.
- The employees wanted more meetings with management, and preferably in small groups.

COLUMN



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Time for repetition

The adjacent article presents the results of a survey that was conducted among Ericsson employees to find out more about their knowledge of, and attitudes toward, our new organization. We have good reason to be highly pleased with the results – the change has been welcomed and the acceptance of changes is positive.

On two points, however, I find some cause for concern as I review the results. They are focused on employee awareness of our strategic objectives and their understanding of what is happening in the world around us.

Customer's best friend

Our strategic objectives were presented at the Executive Management Forum (EMF) in San Diego. We shall strive to be the leading supplier of solutions and products in the "new telecom world" and in the field of mobile IP communications. We shall be our customers' best business partner and an even more attractive choice for investors.

There are relatively few constituent parts in this objective. Nevertheless, only a minority of Ericsson employees were familiar with our goals in the recent survey.

This is a serious situation. Apparently, far too few Ericsson employees are aware of what we are trying to achieve – which also means they cannot contribute in accordance with our goals. As a result, we all go to work every day and, in most cases, we do a good job. The likelihood, therefore, that our work efforts are linked to the goals established by corporate management is rather small. Or perhaps more of a coincidence than a result of determined efforts.

In working with the reorganization, we have obviously not expressed ourselves with sufficient clarity and lacked some degree of determination in conveying – and breathing life into – our strategic objectives. If anybody, perchance, thought it was sufficient to announce the news in conjunction with information meetings, or rely on Contact to write an article about the new structure, results of the survey clearly show they were sorely mistaken.

Massive effort

A massive effort is obviously required at all levels to shed greater light on questions surrounding Ericsson's strategic pursuits and elevate them to a level at which everybody will understand them and act accordingly. In the final analysis, our strategic objectives were established to provide Ericsson employees an opportunity to do the right things in a focused manner and, by doing so, contribute to fulfillment of the goals. The employee survey also showed a fairly good understanding of major factors in our business world, factors that represent major forces behind development – at least in terms of technological development. With respect to insights into business aspects of the changes and demands in our world, however, the survey revealed less than satisfactory results.

The phenomenon of technology change has been mastered by Ericsson, and we have emerged as a world leader in the wake of past changes. We are, in fact, a major force in technological development in most of our areas of business activity. And that's great. We can be justifiably proud of our stature.

However, this expertise is worthless if it does not keep pace with market demand and customer wishes. And that's why it's so important for all of us to become as proficient in understanding the market as we are in terms of signal protocol and fiber optics. To reach that point is an extremely important responsibility that must be assumed by all managers at all levels and, judging by results of the employee survey, it will require a great deal of hard work.

Per Zetterquist is information manager of the Implementation Core Team.

A beer with Public Networks

The tired, old colors of Public Networks are beginning to wear off. Along with the new manager Einar Lindquist have come new ways of thinking and working. To begin with, he discarded his tie and gave up his reserved parking space. And on Wednesday pub nights the management group serves beer and peanuts.

For Einar Lindquist, it is important that there be no barriers between the management group and the rest of the organization. He prefers to answer memos and telephone calls himself, he frequently interacts with employees and he tries to get information out quickly. These measures are part of an effort to create more team spirit within Public Networks as well as a more responsive organization overall.

The business unit has now put waning sales figures, cutbacks and several management changes behind it. But it takes time to shrug off a difficult past. The old business culture lingers on. Ericsson's largest business unit needs to be invigorated and that is a cultural change which begins at the top.

As a first step on the path toward a new work environment, Einar Lindquist wants to eliminate traditional managerial behavior.

Own responsibility

He views it as his task to develop an organization which fosters teamwork and self-esteem and he realizes that there are many internal patterns and ways of thinking that the organization needs to consider. Above all, employees need to take more individual responsibility and consider the big picture. It won't work if they merely view themselves as small pieces in a large puzzle, deferring responsibility to managers. The "it makes no difference what I do" mentality must not be allowed to take hold.

"I want everyone within the organization to understand the context of their role, so that they know the task they perform is linked directly to Ericsson's success. No matter what position they may have."

In recent years, Public Networks was allowed to loose steam and now strong measures, on several fronts, are required in order to boost operations. The goal is a return of 20 percent by the year 2000. By that time, it should also be possible to place an AXE order directly via the Internet.

"Our relationship with the customer must be changed from the ground up. Public Networks should be simple, fast and fun to work with. We currently operate in a roundabout



Einar Lindquist has been head of Public Networks since autumn 1998. Prior to that, he oversaw Ericsson's Land Mobile Radio unit in Lynchburg, Virginia in the U.S. His goal at Public Networks is to maintain market share and to increase profits by creating an operation that is simple, fast and fun to do business with.

Photo: Peter Nordahl

manner when we conduct business." Einar Lindquist cites an example from the restaurant industry.

"When you go out to eat, you want to be able to choose food from an inviting, easy to understand menu and you want advice from the waiter or waitress. You should also be able to get an idea of what it will taste like and what it will cost. Currently, we are predisposed to taking our customers out to the farmyard to look at the animals which, much later, will become a delicious part of the menu, without giving clear recommendations. All restaurants use the same raw ingredients."

Create short-cuts

"It is the kitchen personnel, the menu creators and the servers who make the difference. Our core competence at Public Networks should be used to simplify and create short-cuts for the customer."

The greatest challenge for Public Networks is to turn the products out faster, more frequently and at a significantly lower cost. In order for that to happen, a new business culture is required, one where employees and managers must break old habits. Einar Lindquist explains it in terms of bubbles, sausages and melons.

"The new Public Networks organization does not have any fixed structure other than the operational

framework, that which we consider to be our market position. Developmental projects are formed based on the needs of the market. A project starts out as a bubble with 20-30 people involved, and is popped when the solution reaches the market."

"Every bubble is formed as a company with its own responsibility and budget and involves the market units. But no managers are appointed. In order to be intelligent, simple and efficient, groups create their own leaders from within the bubble. A bubble can develop into a larger operation," says Einar Lindquist, drawing a sausage inside a rectangle on the white board which represents the organizational structure. "Or it can grow to the size of a melon."

It is difficult to not be carried away by his enthusiasm.

Einar Lindquist talks in a broad southern Swedish dialect, his shirt-sleeves rolled up. He wears a button with the words "I love orders."

Was warned

"Before I accepted the job, there were many who warned me about the naysayers at Public Networks. I am still looking for those tired, dissatisfied people. Where are they? So far, I have only seen an enormous amount of determination, excitement and involvement in this operation."

Ericsson has 130 million fixed



Ulf Hall of Public Networks' executive management staff serves beer at the Wednesday night pub.

lines installed throughout the world.

Fixed telephony continues to grow at a rate of 6 to 9 percent each year. A great deal of money remains to be made by Ericsson in this area, despite the breakthroughs IP networks have made. It is the people within Public Networks who will do the job.

Lena Widegren

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Questions for Einar Lindquist can be sent to:
<http://pn.ericsson.se/com/news/askhp.htm>

COLUMN

Lena Widegren

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Evening with the guys

A pub evening was held the other night at Tellusborgsvägen, Public Networks' headquarters in Hägersten in southern Stockholm. The atmosphere was festive with beer and peanuts flowing.

Later in the week, there was a hard-fought floor ball match. The management group at Public Networks is taking steps to change its corporate culture.

Sporting activities

They are encouraging people within the organization to participate in various sporting activities.

Every other week the sweat flows during the intense matches. Afterwards, there is time for a sauna and conversation. Real camaraderie, I think from my vantage point as spectator. Male camaraderie. This is a way of continuing to foster a male culture at Ericsson.

As a female Ericsson employee, you quickly learn the typical jargon.

And of course you are a team player. Although when I socialize, I'd prefer to do something other than sweat and drink beer.

Don't get me wrong. I am not dissatisfied with the initiative, it is a good first step.

Cultural change

But a cultural change, with the goal of attracting more women to join Ericsson, is apparently not that urgent. Perhaps that will be part of the plan after the year 2000.

Imagine, an equal number of women and men at Ericsson.

Then things would be different for you guys. Long walks would be on the schedule. And why not group cooking to build up team spirit?

ARE YOU A NAYSAYER?

Katarina Olsson, Customer Relations at Public Networks.

"No, I'm not. Several colleagues of mine were let go earlier this year. That was not a fun time. But I feel as though we have reached a turning point, now that we have gotten new blood into the organization. Initiatives like the pub and Casual Fridays are fun."



Katarina Olsson

Tuula Roivainen, Financial Control at Public Networks.

"No, for the most part I am positive. Things are on the move. But certain portions of the business unit have been a little old-fashioned and sluggish. A cultural change and new ways of thinking are needed. That is beginning to happen now."



Tuula Roivainen

Eapen K. Eapen, access network designer at Public Networks.

"No, I'm not. I am proud to work at Ericsson. Before coming to Public Networks, I worked at a subsidiary in Australia. There is a good atmosphere here. No cultural change is needed where I work."



Eapen K. Eapen

Oguz Demirel, access network designer at Public Networks.

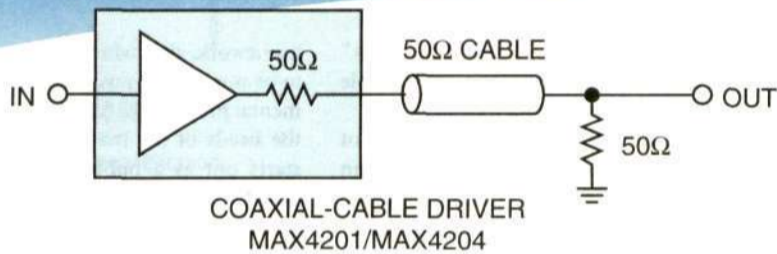
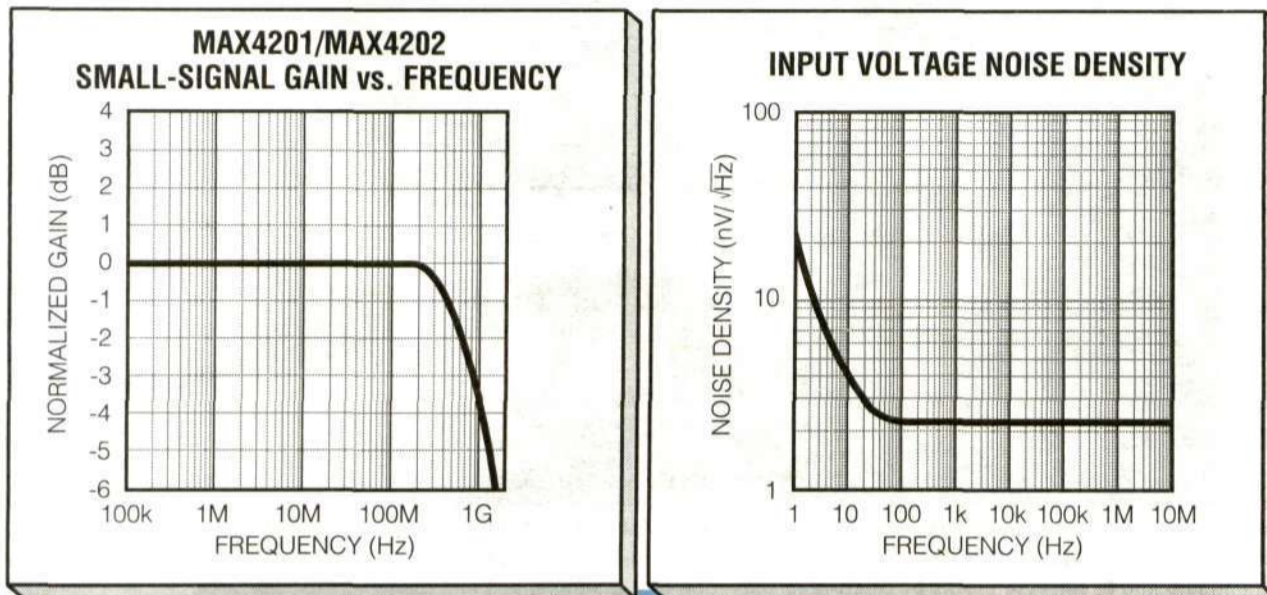
"I like my job. There is a good atmosphere in our unit and we have modern work methods. I think that is true of all the new product areas. Generally speaking, there are always too few resources available for projects. But everyone is good at cooperating."



Oguz Demirel

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MAX4201	1	50	780	280	2.2	4200	2.1	5 SOT23, 8 SO
MAX4202	1	75	780	280	2.2	4200	2.1	5 SOT23, 8 SO
MAX4203	2	—	530	130	2.2	4200	2.1	8 μ MAX/SO
MAX4204	2	50	720	230	2.2	4200	2.1	8 μ MAX/SO
MAX4205	2	75	720	230	2.2	4200	2.1	8 μ MAX/SO



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Australia chooses the CDMA technology IS-95

Australian mobile telephone operator Telstra has chosen the narrowband CDMA technology, IS-95, to replace the country's AMPS network. This technology decision is a significant breakthrough for IS-95 in Australia. At the same time, GSM remains the country's primary digital standard.

Following the auction for new 800 and 1800 MHz bandwidth licenses in Australia, it is now clear that several of the new regional 800 MHz operators have chosen IS-95 over a D-AMPS solution as proposed by Ericsson and others. The first to choose IS-95 was Ozphone, an operator supported by the American mobile telephone manufacturer Qualcomm.

Telstra, by far Australia's largest mobile telephone operator, is now replacing its AMPS network with an IS-95 system from Nortel. The contract is worth USD 200 million, and the new network is expected to be launched in several large cities by the middle of 1999. The remaining AMPS facilities will be successively shut down through the end of 2000, in accordance with the authorities' decision.

Political factors

Ericsson has maintained a long-standing relationship with Telstra, supplying equipment for both their GSM and analog AMPS networks. The reasons behind Telstra's selection of IS-95 as the new digital standard are many and also politically motivated.

Instrumental to Telstra's decision was the opportunity to let other IS-95 operators purchase capacity on their network, making for better business opportunities with the IS-95 technology. In addition, the



Even though Ericsson has a firm position on the Australian continent, a great deal of legwork remains. The largest mobile telephone operator chose IS-95, also known as CDMAone, over D-AMPS. Photo: Pressens Bild

political debate advocated that only a single new digital standard should be chosen to complement GSM, which currently operates in the 900 and 1800 MHz bandwidths.

"Of course it is a big loss for us to have lost our largest AMPS customer in the region, as well as a large contract. The general consensus, however, is that the rest of the Asian market for D-AMPS will not be affected to any significant degree by the selection of CDMAone in Australia, since the situation in Australia is so unique," says Urban Gillström, manager of the AMPS/D-AMPS office for the Asia and Oceania market area, located in Singapore.

"Unfortunately, Ericsson was not as successful as Nortel in our sales

campaign and politicking, but we will definitely learn from this experience," says Urban Gillström.

Co-development

One strength with D-AMPS, the world's second largest digital mobile telephone standard, is its ongoing convergence with GSM and the launch of Worldphone (AMPS/D-AMPS 800/1900 and GSM 900/1800/1900) by the end of 1999. This will mean, among other factors, improved international roaming with D-AMPS, as well as co-development with GSM towards the third-generation mobile telephone system.

"With existing GSM and D-AMPS networks in more than 130 nations, the roaming potential will

be unbeatable and that will be our emphasis for both operators and end-users," says Urban Gillström.

Telstra's analog AMPS network currently has 1.5 million subscribers, a number that has been falling in recent years due to delays in the digitization of the 800 MHz band and to subscribers choosing GSM instead.

GSM is Australia's largest mobile telephone system and combined the three GSM operators – Telstra, Optus and Vodafone – have approximately three million subscribers. In addition to Telstra, Ericsson has also delivered a GSM system to Vodafone.

Nils Sundström

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New ERMES-operator competitor in Sweden

Tele Danmark started up a new pager network in Sweden this year, based on the ERMES standard. The system, being marketed under the name InfoCall, is for those who require one-way communication to large groups.

"Large portions of southern Sweden are already covered. By the end of 1999, all cities with more than 10,000 inhabitants will have coverage," says Henrik P. Fyhn, marketing manager for InfoCall in Sweden.

There are many advantages with mobile telephony, but it has its limits when trying to quickly reach many people, which is the primary market for this type of service, according to InfoCall. Relatively simple technology is involved, making it an economical service.

"Everyone is focused on mobile telephony and other forms of two-way communication, but they forget

the price tag," notes Magnus Olsson, InfoCall's Swedish manager.

A company can, for example, quickly notify all of its salespeople. Even individual messages are possible.

InfoCall is also offering a number of information services which customers can receive on their pagers. Current services include stock market quotes, Internet news, weather forecasts and telecom news. InfoCall, in conjunction with the NRJ radio station, has also launched a new information service using NRJ News.

InfoCall's goal is to reach 10,000 subscribers by the end of the year.

Currently, there are two ERMES licenses in Sweden, with Telia holding the other one. InfoCall is prepared for a price war.

Patrik Lindén

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<http://www.infocall.se>

MICROSOFT WORTH SIX ERICSSONS

Ericsson was valued at over USD 53 billion on the stock market as of December of this year. Below is a list of the 20 highest valued companies in the industry.

A longer list with more information can be found on Ericsson's web site.

<http://bic.ericsson.se>

Company	Market value in USD billions as of 12/2/98
1. Microsoft Corp	322.92
2. Intel Corp	191.71
3. Cisco Systems Inc	124.74
4. Nippon Telegraph and Telephone Corp	120.45
5. Lucent Technologies Inc	115.38
6. MCI WorldCom Inc	113.77
7. AT&T Corp	112.22
8. SBC Communications Inc	94.63
9. BellSouth Corp	86.17
10. Bell Atlantic Corp	85.76
11. British Telecommunications PLC	85.03
12. Deutsche Telekom AG	75.54
13. France Telecom	67.81
14. Nokia AB Oy	62.41
15. GTE Corp	60.98
16. Ameritech Corp	59.58
17. Time Warner Inc	58.15
18. Telecom Italia SpA	53.50
19. Telefon AB LM Ericsson	53.01
20. Tele-Communications Inc	48.60

INDUSTRY NEWS

Nokia has reached 100,000,000

► In a press release, Nokia announced that it has now manufactured its 100 millionth telephone. The Nokia 9110 Communicator, which became the 100 millionth, will go on display at the Nokia building outside of Helsinki. Beginning next year, the Nokia 9110 will go into high volume production.

During several weeks this past autumn, Nokia was manufacturing over one million telephones per week. Nokia has been making mobile telephones since the beginning of the 1990s.



Nokia's 100 millionth telephone to be manufactured was a Nokia 9110 Communicator.

Genesys invests in Scandinavia

► Genesys Telecommunications Laboratories (GCTI), a supplier of interactive solutions for customer service and call centers, is establishing a presence in the Nordic market with a wholly-owned subsidiary located in Stockholm.

The market for call centers in Europe and in Scandinavia is large and is growing approximately 25 percent per year.

Genesys solutions support customer communication via several different media including telephony, e-mail, Internet and video.

This enables call centers to provide proper service to their customers regardless of the media used.

The American company is collaborating with Swedish resellers such as Telia Promotor, Uniweb and Enator. Nordic Genesys customers include Nordbanken, Telia Nära, Q8 Petroleum and Leonia Bank in Finland.

Mobile telephony to hurricane victims

► Iridium and Motorola are providing telephones and free calls to relief organizations and governments rebuilding their countries following the devastation caused by Hurricane Mitch in Central America.

With the use of these telephones, which are manufactured by Motorola for the recently opened Iridium satellite system, relief organizations and governments are able to make calls, even if local telephone networks or mobile networks have been destroyed.

"It is our hope that this contribution of satellite telephones and calling time will improve the work to help the affected people rebuild their lives," says Edward Staiano, president of Iridium LLC.

Equipment has been sent to Nicaragua's disaster commission, the disaster commission in El Salvador, the Energy and Telecommunications Board in El Salvador, authorities for disaster relief in Guatemala and members of the government in Honduras.



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ERICSSON 

"Personally, I think I got the job based on my 'focused' approach to getting things done..."

Håkan Eriksson, 37 years old, is referring to his appointment as manager of Ericsson Research, one of the key units in Ericsson's new organization.

The smart products man

He started his new job on November 1. The unit employs about 700 researchers in all parts of the world, from Canada to Germany, Sweden, Finland, Hungary, Japan, Australia and several other countries.

Research within Ericsson has clearly been raised to a higher level in the new organization. Its position in the structural hierarchy has been elevated to a management echelon immediately under Jan Uddenfeldt, Senior Vice President, Corporate Technology. In addition, all of the different laboratories and research units have been gathered in a single unit, Ericsson Research. The new unit was established to realize the strategies formulated in Ericsson's small technical staff units.

The core of Håkan Eriksson's new unit is RCUR, the former research department of Mobile Systems, a unit that spawned such successes as GSM and the new WCDMA mobile standard during 15 years of highly active research work.

"We shall continue to use the RCUR model," says Håkan Eriksson. "It has proved to be highly successful. We shall also continue to comply with the 70-30 rule, among other guidelines, whereby 70 percent of our activities will be financed with 'tax money' from the business units, with the remaining 30 percent funded by direct assignments from the units."

"In this way, we shall be able to guarantee favorable stability and balance between long-term research efforts and 'emergency rescue projects' based on the real situation. The next generation of mobile telephony, WCDMA, exemplifies the type of project that could never be assigned to a business unit, since business units are always working on proprietary projects of their own."

Likes to build and expand

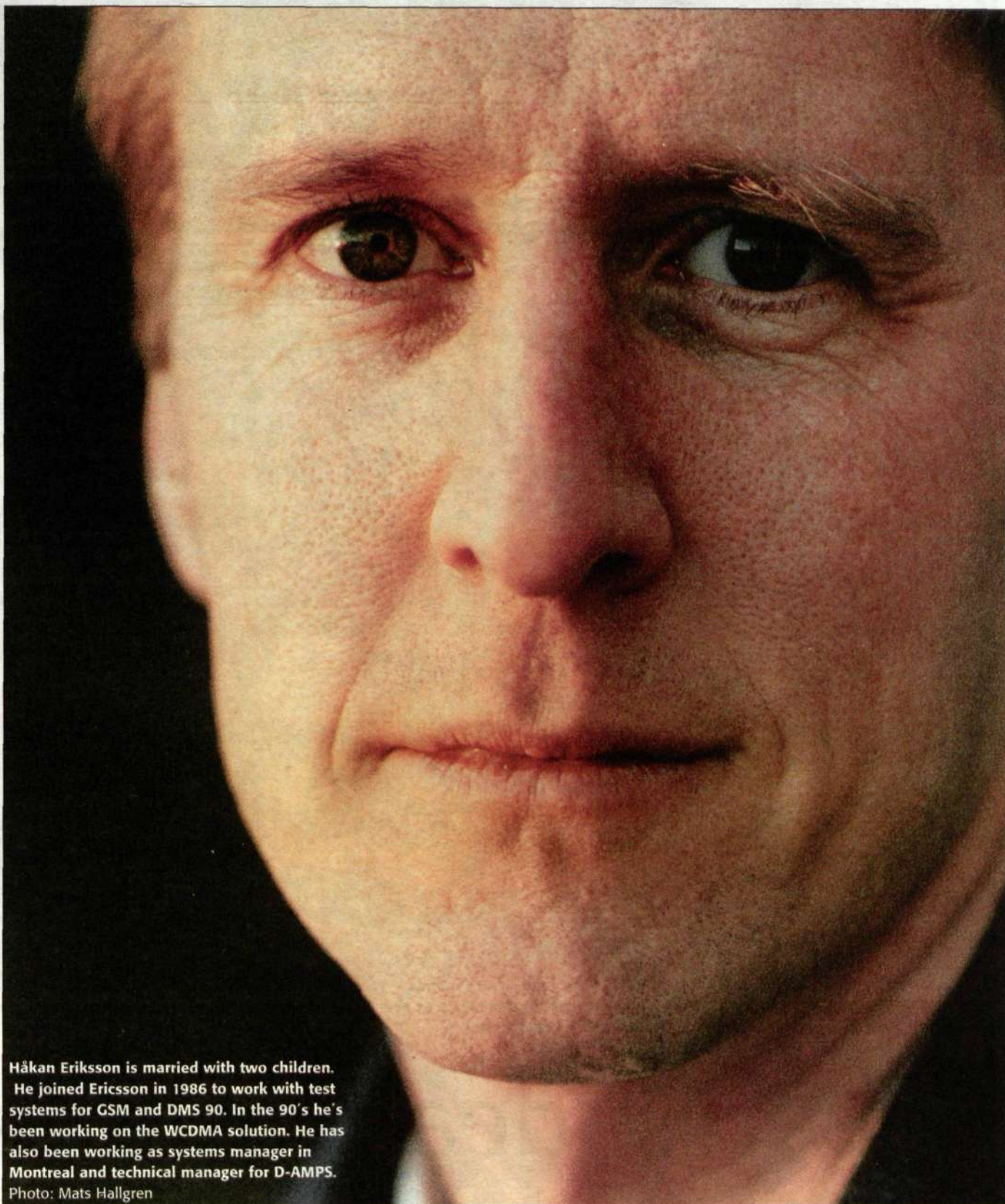
Håkan Eriksson is no stranger to the concept of building and developing new activities. In his 12 years with Ericsson, he has established and developed several areas of activity. He also likes to build houses in his spare time, having already erected one in Vallentuna and another in Täby. Building things has become a hobby.

Construction of the new Ericsson-wide research department will occupy most of Håkan Eriksson's time. Exactly how Ericsson Research will operate has still not been finalized. Reviews of all laboratories are now being conducted, but this much is clear: Håkan Eriksson will work from his office in Kista and his research unit, although not exactly "virtual," will operate unfettered by Ericsson's line organization. The company's global presence is also extremely important, with research branch offices situated in close proximity to actual business operations as well as colleges and universities.

The research unit's primary objective may be described as "Carrier Class," whereby new IP networks will be assigned the same class as the old telephone networks. Particularly in terms of real time and robustness.

Real time and robustness

"Those of us who come from the telecom world are familiar with real time and robustness, which will also be our contribution to the new IP world. But this also means we shall have to find a new platform that offers the same excellent qualities as AXE, since the AXE cannot provide the foundation for IP routing, for example.



Håkan Eriksson is married with two children. He joined Ericsson in 1986 to work with test systems for GSM and DMS 90. In the 90's he's been working on the WCDMA solution. He has also been working as systems manager in Montreal and technical manager for D-AMPS. Photo: Mats Hallgren

"Another major change will be the departure from radio and fixed networks, with everything now converging in IP networks, both wireless and wired. We shall have to offer access to IP networks, with ADSL for wired networks or EDGE and WCDMA for wireless."

A third key issue is the need to strengthen general skills in the software sector. Håkan Eriksson has experienced the effects of globalization in a world that never sleeps, where a customer or competitor is always awake, and the increased stress element in everyday work.

When a new product was developed in the past, for example GSM, a few years of research preceded another two to three years of work on specifications before the end product was

finally introduced on the market.

"Everything is done at the same time nowadays. De facto standards are established, almost on the Internet, and research today is conducted far from any form of 'sheltered workshop,' if in fact it ever was."

Håkan Eriksson believes modern-day technological development often creates an environment that generates incredible stress if things are used incorrectly. He believes we need a broader variety of smaller, simpler gadgets. He doesn't believe in universal products as the answer to everything, and regards today's PCs, for example, as products "on the road to self-inflicted ruin".

"I consider myself reasonably intelligent, but

I have tremendous difficulty installing new functions on my PC. It's never a simple task. Ideally, instead, I would much prefer to work with small, dedicated and robust products. For example, products that communicate via radio with our Bluetooth solution. An example in this area is the intelligent home, with microchips in every appliance that provide users with 'remote control via the Internet (even including the ability to repair them) over appliances such as freezers, washing machines and other household products."

Lars Cederquist

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Every year, millions of Swedish kronor are awarded to creative Ericsson employees for their improvement initiatives in the workplace. After the awards ceremonies, these employees are usually forgotten and we never find out how the money was used. Contact caught up with Robert Blomé who recently received the largest amount of money ever awarded within Ericsson Mobile Communications. His initiative resulted in improvements at the distribution center in Örebro.



With the award money Robert Blomé received for his proposal, his family will be able to pay off its debts and buy a house. He and Erika have been forced to move out into the living room so that their children Sofia and Rasmus can have their own rooms.

Robert's idea was a boost for entire family

Robert Blomé came up with a better idea of how to package mobile telephones and their accessories for shipping. He was rewarded SEK 685,000. With the money, he plans to marry his partner Erika and buy a spacious house with plenty of room for their family.

Erika Andersson was at work when she received an unexpected visit from her partner one Friday afternoon in October. He rushed into the Örebro grocery store where Erika is a cashier, holding a big piece of cardboard under his arm.

"It took me awhile before I understood how much money it really was. At first, when Robert showed me the check, I thought it said 68,000. Then I carefully counted the zeros and was awestruck."

The piece of cardboard represented a symbolic check written in the amount of SEK 685,000. Robert Blomé received it at an awards ceremony earlier in the day, in front of hundreds of colleagues at the distribution center outside of Örebro where he works. It was one of the largest financial rewards ever received by an individual Ericsson employee at Mobile Communications. Everyone was jubilant, and even Robert himself had a difficult time comprehending the news.

White as a sheet

"People say that I literally dropped my jaw and turned white as a sheet when the manager announced the amount. I knew my idea was a good one which would save a lot of money, but

this was definitely more than I could have dreamed of. My reaction was so strong that I couldn't eat any of the sandwich cake they served. Later, I stopped by to see Erika and tell her the news as well as buy cigars."

Both of them smile when they think back to that Friday which so dramatically changed their lives. The financial bonus will make the lives of the Blomé-Andersson family much easier. Now their dream of owning a house of their own will become a reality.

But first there will be a wedding. On January 30th, Robert and Erika will get married and head south for their honeymoon.

"We started a family early on, so we haven't exactly had a chance to save money. Now I'll be able to pay off my debts. Then we'll have a real

wedding celebration and relax in the Dominican Republic."

"And I'm going to be the bridesmaid!" says Sofia, age 5, who already knows what she will be wearing at the church. On the other hand, her little brother, Rasmus, who is 1 1/2, is primarily interested in his father's screwdrivers.

"Our three-room apartment is much too small for all of us. We really have an acute need for a larger home. Robert and I have moved out into the living room so that the children can each have their own room," says Erika Andersson.

She dreams of a red house with white trim, somewhat closer to town than Stora Mellösa. These days, they carefully peruse the real estate ads in the morning newspaper.

Robert Blomé works as a caretaker and

Smart solution worth millions

Ericsson will save SEK 1.3 million annually with Robert Blomé's proposal. Sometimes simple ideas are also the best.

About 30 percent of Ericsson's mobile telephones are packaged at the distribution center in Pilängen in Örebro and shipped to customers around the world.

In a single year, vast amounts of packaging material and labor are spent packing pallets of various sizes.

Robert realized that half-sized pallets could be constructed in a more simple manner. The end-result involved fewer steps in packaging, a reduction in the amount of pallets used and financial savings in the amount of paper used to pack the cartons.

Needed to be reinforced

The corrugated cardboard used for the half-sized pallets was flimsy and unable to support the weight of several stacked pallets.

Cartons had to be reinforced from the inside using additional corrugated cardboard. Robert experimented using the same quality of cardboard that was used to make full-sized pallets.

This worked well, adding sufficient stability, without requiring the extra cardboard which took up space and cost more money. To top things off, the packing procedure was simplified.

"The old design wasted a great deal of paper, you had to cut away large pieces that were then thrown away," says Robert.

Pallet price lowered

Ericsson orders between 15–25,000 pallets each year. With this redesign, the cost of the pallets will drop from SEK 122.80 to SEK 68 each.

Additional savings are also being realized due to less weight, storage space and packaging time. The time savings amounts to an entire work week each year, or a savings of 11 seconds per unit.

"The work environment at Pilängen is open and unbureaucratic. It encourages such initiatives. But it requires determination to propose even clearly sound improvement proposals. There is a resistance towards testing new ideas within some areas of Ericsson. People would rather continue in their old ways, than tackle a sluggish bureaucracy," Robert says.

Lena Widgren



So simple it should have been obvious – a cheaper half-sized pallet. The old design contained more corrugated cardboard and was much more expensive to produce both in terms of packing materials and labor. Robert's redesign makes extra cardboard for carton reinforcement unnecessary. Ericsson will save SEK 1.3 million per year.

Photo: Marie Ullnert

general handyman at the distribution center in Pilängen. A job with varied routines is essential for him.

Had the idea two years ago

His idea of redesigning the pallets that are used in the packaging of mobile telephones and accessories came to him after sixth months on the job. He submitted his proposed design at the end of 1996.

Almost two years passed while the Ericsson bureaucracy ground away. Robert Blomé had several encounters with the panel which reviewed his proposal.

"The first time around, they returned my proposal along with SEK 500 and a notice that it would not be implemented."

But Robert did not give up. He submitted references which certified that his cost analyses were correct. The panel deliberated and deliberated.

Finally, it became apparent that his simple idea would save the company SEK 1.3 million per year. His reward corresponds to 50 percent of that amount.

"If you know that your idea is good, it's wise to stand firm. But a proposal needs to be well documented. Thousands of suggestions for improvements are submitted every year. They can easily get lost in the pile."

Lena Widgren

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Anritsu offers a broad range of measuring products for modern communication technology like mobile radio, optical fiber, ATM/ SDH, RF and microwave communications, as well as general-purpose instruments such as network and spectrum analysers, signal generators and power meters.



As a partner it's just as important to receive as it is to send the right signals.



Anritsu

As one of Ericsson's partners we have to be good at interpreting signals. Being sharp when it comes to internal as well as external needs and viewpoints is essential.

The dynamics and complexity of the market mean that we must co-operate even more if we are to offer competitive products and services. We meet the demands made upon us, wherever we are. Local

knowledge, along with local support, is becoming increasingly important. And that's where we come in: Every moment of the day and all over the world!

Anritsu is a global company that offers measurement and test systems for the development and production of mobile radios as well as terminals, optical fibre and digital transmission, and microwave communication. As a partner we want to provide somet-

hing extra: From participating in projects to the development of new products and processes. Or educating customers by passing on knowledge. Not only do our customers gain valuable time and money, they also feel safe, thus enabling them to come out with new products faster. Quality and "Time to Market" is our motto! It's very simple. It's merely a question of partners sending and receiving the right signals.

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Masters of Microelectronics

Microelectronics, as part of Ericsson Components, delivers the enabling technologies for solutions in wired, fiber and wireless applications. This division makes highly competitive, high performance SLICs, RF power transistors, RF ICs and modules, digital and mixed system ICs, and opto-electronic devices. Competitive advantage for your next design is on your doorstep. **Just get in touch.**

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ERICSSON 

"What are the most critical production resources of our time? Well, blast furnaces no longer qualify, that's for sure. No, I'd have to say the answer is brains. Our intellectual capacity to work as skilled engineers, for example, or logistics experts, IT specialists or recruiters. The real production resources today are found inside people's heads - intelligence, knowledge and experience," says Kjell A. Nordström, Doctor of Economics at the Stockholm School of Economics.



Photo: Ingvar Karmhed

"The answer is brains"

"Buildings, machinery and software can be bought, leased or borrowed, but just imagine if Ericsson were to lose an entire development department in one of its business areas," he adds with a smile. "Not a very pleasant thought, is it? And especially not if the department was moved to Helsinki."

Kjell A. Nordström is popular among students as well as Swedish and foreign corporate leaders, who often ask him to speak about such subjects as the internationalization of companies and related topics.

He explains complex issues in a way everybody can understand. His ability to express himself enables him to penetrate today's information overload. Carefully selected metaphors support and illustrate his explanations and theories of economics, industry and trends. His conscious sense of style speaks volumes about the man - black clothes, a gold chain around his neck and rings on his fingers. It's easy to understand why Percy Barnevik and other industrial leaders listen to and find inspiration in his words.

Successful companies are 'glocal'

He claims that most of today's successful international companies are 'glocal,' which he defines as a combination of global and local. They have established a presence in many parts of the world, but their market operations are conducted locally in close contact with customers.

During the 1970s and 1980s, many economists and analysts believed large multinational companies were doomed.

"But the 'multiguys' proved to be incredibly

adept at changing their shape and form. ABB and Ericsson are excellent examples."

Kjell A. Nordström has conducted extensive research into the phenomenon commonly referred to as "clusters."

"There are certain environments and places in the world that have a special Hollywood flair about them, for example the shoe industry in northern Italy, where there is also a tile cluster. One can also cite electro-technology in Kista, the centers of finance in London and New York, ballpoint pens in southern Germany, and data and Internet technology in Silicon Valley.

A common characteristic of most clusters is the closeness of their constituent companies to each other and the prevailing climate of open communication. Engineers, researchers and development personnel, they all speak openly with each other."

A global company such as Ericsson simply must establish a presence in the "Hollywoods" of today's world, simply because they offer the most qualified labor forces.

It is even more essential for companies today to adapt quickly to change and to think along completely new and different lines of approach. This goes far beyond a company's organizational structure or how it meets customer requirements, focusing perhaps even more strongly on how it should recruit and treat skilled personnel. Business newspapers and trade publications constantly publish articles that describe the methods used by various successful companies to recruit highly qualified employees and to retain, encourage and reward them for jobs well done. We often hear and see references to what is called a skills war.

"Appropriate financial reward systems in large, high-profile companies have still not made a definitive breakthrough, but it won't take too much longer. Let us muse for a moment over the Karl Marx theory on ownership of production resources. If we look at conditions today, what do we see? As I said earlier, our collective intellectual capacity is today's most critical resource. One might say that ownership of the critical resources has shifted from the owners of capital to the owners of knowledge. For many new expertise companies, for example consultant and media companies, the new trend is hardly remarkable. Their employees own options, stock and ownership shares and participate in bonus programs. These are critical elements that simply must be offered to reduce the risk of losing an entire cadre of skilled employees."

Offers to share in the profits

The attachment employees feel for their companies today comes more from the heart than from blandishments such as "We take good care of our employees." Offers to share in the profits they help generate and sustain represent a much more convincing confirmation of the company's interest in retaining skilled personnel. But, of course, the employees must also accept part of the business risk.

"Today, many people have started to realize they are the owners of their talents and abilities. For many others, however, it will take time before they begin to realize their worth and make concerted efforts to reap the full benefits of their talents. This also means people will have to start organizing themselves in various types of networks."

American investment banks and consultant companies realized the value of cultivating colleges and universities a long time ago. They award

prizes to students who produce the most brilliant concepts and ideas, presentations and so on. This form of recognition is a shrewd means of identifying high-performing students whom the companies might want to recruit. Many large companies today, including Ericsson, have initiated programs to accommodate students who wish to undertake graduate studies or job training programs.

"Successful companies today must also be skillful educators. They must be able to describe what they do and what they offer so that you and I will understand and say, 'that's the product I want to buy,' or 'that's what I want to read or learn about,'" Kjell A. Nordström concludes.

My Spangenberg



Kjell A. Nordström is a Doctor of Economics at the Stockholm School of Economics. Photo: Pavel Flato

Telefonplan

- link between industrial community and modern suburb

As recently as four years ago, all women who worked at Ericsson's main office at Midsommarkransen in Stockholm had the right to an additional two hours off each month.

The reason for this is that it took that long to ride into town and get their hair done, back when the factory was established in the 1940s.

LM City at Telefonplan has been called a connecting link between the industrial ironworks communities of old and the modern suburb.

Like the ironworks proprietors, the LM Ericsson company kept a watchful eye over its community and assisted its employees. The company provided economic guarantees for those who purchased housing nearby and built them community halls and daycare centers.

In return, the employees accepted the idea of working far outside of the city, as Midsommarkransen was then perceived to be. Many employees became loyal to the company and spent their entire working careers in LM City. And when they retired, their children took over.

At its peak, over 5,000 people were working at the Telefonplan complex. Today there are only 1,700 employees. But local street names are a vivid reminder of the factory's era of greatness: Telephone Square, Microphone Road and LM Ericsson Road.

City became crowded

The history of LM City really begins in the late 1920s. The LM Ericsson industrial area on Tulegatan in the center of Stockholm was at full capacity and so the company began looking for new land. Their gaze came to rest on an area in Midsommarkransen - at that time an idyllic piece of pasture land far outside of the city. The land was purchased in 1930. But then the great financial crisis struck and it was not until 1938 that construction of the factory could begin.

The task given to architect Ture Wennerholm was to build functionalism's most beautiful industrial complex. Wennerholm had studied abroad and been inspired by trends in England and Germany, where practical and functional industrial buildings with good work environments were the latest innovation.

The new factory was designed to be airy and light throughout, with many windows and large glassed-in areas. The press at the time praised it as "a socio-technical architectural masterpiece" (Socialdemokraten) and a "model industrial facility" (Svenska Dagbladet). Several environments within the complex are now listed on the historic registry.

Trendsetting factory building

"Images of the airy, glassed-in stairwells were spread all over the world, establishing a trend in factory design that lasted well into the 1960s," says Helena Hambræus, an architect currently employed at Ericsson.

There was insufficient housing around the new industrial complex to accommodate all the personnel that Ericsson needed. Although the city streetcar system was extended all the way out to the doors of the factory, the trip still cost money and took 45 minutes from the inner city. In other words, rapid construction of new housing was necessary.

The architectural firm Backström & Reinius was hired to build a model housing area. Once again, the prototype was foreign - Siemenstadt in Berlin - also with a focus on functionalism. Light, space and modernism were the key words.

The new LM City grew rapidly. Press articles had headlines such as "What Midsommarkransen and the Klondyke have in common is the speed of things."



Two contrasting office environments. The large photo shows workers on the assembly line in the early years of the Ericsson factory. At right, Mikael Forsberg and Sing Lee work in the current, modern Ericsson office at Midsommarkransen.

The most common type of apartment in Midsommarkransen had two rooms plus a kitchen. The deposit for a two-room apartment in 1941 was SEK 990. LM Ericsson employees were able to borrow 75 percent of the deposit from the company, so that by 1950, 62 percent of the workers had taken up residence within the local Brännkyrka parish. The goal of LM Ericsson was to create a comprehensive solution for its employees. They would be able to live their entire lives within LM City if they so wished.

Within the factory complex itself, employees, their wives and their children received free health care and, when the parents were working

- it was often the case that young couples met at Ericsson and started families - the children had their own day-care center. In their free time, the whole family could participate in various club activities. Today, there are still 28 different clubs within Ericsson, focusing on everything from astronomy to soccer. In addition, the company also had its own athletic facility.

In order to assist employees with their food purchases during lunch, a grocery store was opened within the complex, and a smaller shopping center was built at Svandammsplan.

The Stockholm newspapers wrote that "LM City's shopping center is not only impressive-looking, it is also well stocked."

"LM Ericsson's successful move out to Midsommarkransen became a model for further suburban planning and LM City became something of a precursor for the many regional suburbs which now contain workplaces, residences, schools and shopping centers in close proximity to nature and recreation," explains Helena Hambræus.

Today, fifty years later, the area has finally been enriched with several hair salons and the female employees of the company have, reluctantly, had to give up their extra time off in exchange for a pay increase.

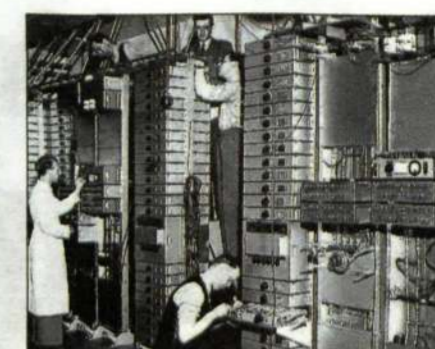
Ylva Johnson



Ericsson employees had their own on-site day-care center.



The park was a popular lunch spot, where Ericsson's own orchestra sometimes performed.



The telephone systems back then were giants compared with today's streamlined AXE cabinets.



The entryway with main reception straight ahead and a telephone booth providing a focal point in the middle.



LM City is situated in the south of Stockholm. It can be reached in approximately 15 minutes by subway from the Central Station, compared with the 43 minutes that streetcars took when LM City was first built.

Illustration: Martin Ek

"The Ericsson family" - a concept

"The Ericsson family" is a concept that the telephone company has fostered since the 1940s.

The Lenman family knows what it's all about. Both father and son work for Ericsson.

Leif Lenman joined Ericsson in 1974, becoming an operations manager at Telefonplan four years later. Anders Lenman has been employed as a systems engineer for the past six months.

"Sure there is an Ericsson spirit," says Leif. "There are many devoted people who have worked here and feel something for this facility."

As a child, Anders played badminton at Ericsson. Later he had a summer job at Telefonplan, and most recently he did his internship and degree work there.

"I didn't take the job because my father works here, but rather because Ericsson came to me with the best offer."

"LM City was built quite some time ago now."



Leif Lenman and his son Anders are examples of what came to be known as the Ericsson family. They stand next to a bust of the company's founder, Lars Magnus Ericsson.

Today, it is the international opportunities within Ericsson that attract people," believes father Leif.

Ylva Johnson



The proud new building in Midsommarkransen, with 5,000 employees.

THE ERICSSON COMPLEX

In a brochure from the 1940s, one finds the following facts about Ericsson's factory complex at Telefonplan:

"Excavated materials consisted of no less than 25,000 cubic meters, and blasted materials 17,000 cubic meters.

The quantity of reinforcement bars used for the concrete structure alone totaled 2,000 tons.

The electrical wiring is long enough to encircle the earth once.

Piping for heating purposes extends to a length of 30 kilometers.

More than 4,000 pages of architectural and construction drawings were produced for this construction project.

The number of pilasters consumed during construction in the summer of 1938 was approximately 2,000 per day."

Business switch on world tour

Ericsson's MD110 business switch has been upgraded. The latest version is called the BC10. The BC10 will be a featured exhibit in the Enterprise Solutions business segment's upcoming tour of international trade fairs.

The MD110 is 14 years old, but it has constantly developed.

The answer to customers' needs for greater flexibility, accessibility and efficiency is the latest version of the MD110 system: the BC10. Several new features make Ericsson's latest offering one of the most impressive corporate solutions available. The switch supports several different work modes in one and the same basic solution.

The traditional nine-to-five job, the consultant on limited-time contract, temporary personnel hired on to deal with peak periods, and the rural telecommuter – the MD110 can handle them all, without complex or expensive special adaptations. Several already familiar functions, which previously required extra add-ons, are now built in.

The switch also integrates all elements necessary for mobility.

With the MD110, a company can easily offer wireless communications to everyone, as a large system can accommodate up to 20,000 built-in wireless extensions.

Personal number

The voice-mail mailbox and personal-number functions are also built-in. With a personal number, users only need one number – their extension number – to be reachable, regardless of whether they are at work, at home or on the road.

Users program the function to steer all incoming calls to a phone selected as temporary receiver. This can be done from anywhere, via the Internet.

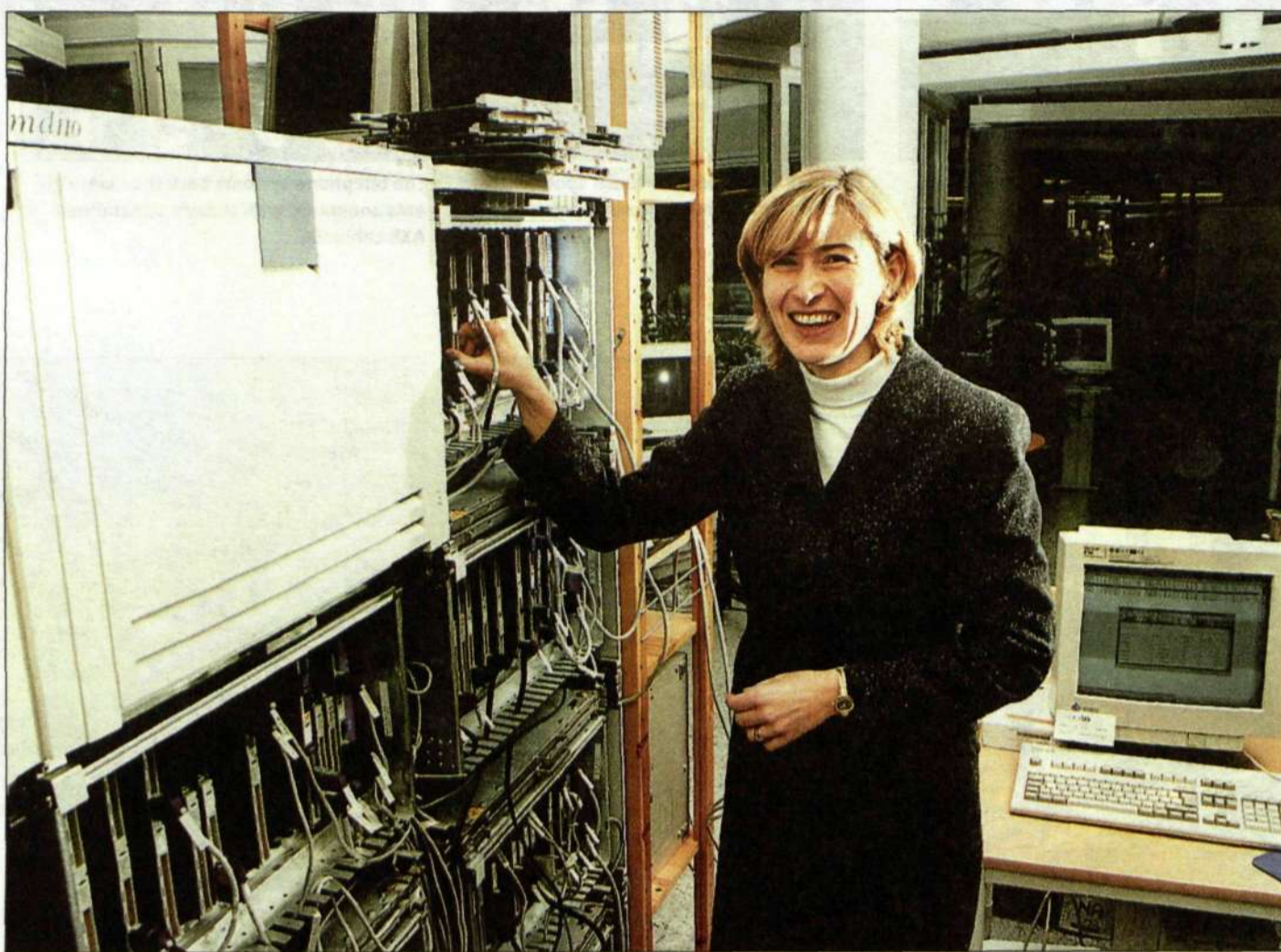
"Virtual Extension" goes one step further. Individuals can be assigned their own extension number, even without their own system phone. With a virtual extension number, the user is always accessible in any case – via the phone temporarily selected. The switch is programmed to search in the same manner as with "personal number."

Still more end-user services have been integrated into the system. Many people find it easier to remember someone's name than a number, so with the new MD110, it is possible to call a name rather than a number.

Another new feature is the name and number log. Incoming traffic to a particular extension can always be tracked afterward. The log, supplying information such as the name of the caller and time of the call, is a long-awaited supplement to the voice mail box.

Communications server

With the BC10, the MD110 system has gone from being just a business switch to a communications server. Via a new Ethernet interface that uses the Internet protocol, MD110 modules are connected directly to a company's LAN, permitting the switch to function like any other server.



Zeljka Svensson is in charge of the field tests of the new MD110 BC10 version now under way. Field tests are also under way in Austria, the Netherlands and Belgium.

Photo: Peter Nordahl

Speed and security are increased. As a LAN resource, the MD110 possesses built-in redundancy: should one LIM unit fail, another will take over its switching functions.

Supervision simplified

Operation and supervision have become simpler. The many integrated basic functions, in combination with the IP interface, make it possible to control the system from a single central application, and from any computer in the LAN.

The BC10 also offers improvements such as the addition of a Call Center function. With the IP interface to make the system faster, when incoming calls line up in the Call Center's automatic queue, the switch stores information

ALPHABET SOUP

The abbreviation "BC" stands for "Business Communication." It is mainly used before the version number of MD110 business switch software. The most recent version is the BC10. The Ericsson unit that previously worked on the MD110 was also called Business Communications. "MD" in "MD110" stands for "Modular Digital," referring to the flexible construction. The number "110" in the name refers to the fact that the switch is digital. The name should therefore be pronounced "one one zero" and not "one hundred and ten."

about the calls – for example, what service the caller is waiting for.

Lower traffic costs with undiminished network functioning are a result of the new dynamic route-allocation (DRA) function.

The function provides a cost-effective alternative to subscription connections between different branch offices. Via voice compression, the switch can handle up to four parallel telephone calls, over a single dial-up digital 64 kbit/s connection.

Another new feature relevant to geographically dispersed organizations is that the MD110 and Ericsson's smaller BusinessPhone switch can now be interconnected to interact fully in a common network.

The pricing is also new – now, the customer

pays not for the machine but for what can be done with it.

A certain function may require additions or modifications to the hardware or software, but the actual change does not always determine the purchase price.

The customer pays for functions – a certain price per ten wireless connections, for example. An investment in an MD110, version 3, in 1983, was definitely an investment for the future.

Beginning with that version, all versions can be upgraded to the latest standard, at a price considerably lower than investment in a completely new system.

Kari Malmström

Flexible and adaptable to needs

The MD110 is known for its flexibility and adaptability. The system can always grow in pace with the needs of the customer.

The MD110 can be anything from a small system with about 200 extensions to huge distributing systems with more than 20,000. The scalability of the system is unique in the industry.

The modular construction has been steadily refined since its introduction in 1983. Today's stackable MD110 can be varied in at least as

many ways as any ordinary box of Lego. One type of module contains processor and switch functions supplied with software-based intelligence.

Another contains the extensions. A so-called LIM (Line Interface Module) contains a maximum of 640 extensions, an independent power supply and its own network connection.

United Kingdoms Crown Prosecutor chooses MD110

The current customer base consists of close to 12 million lines of the MD110 system distributed in more than a hundred markets. The latest version of the switch, the BC10, includes an IP interface and the option of wireless connections for up to 20,000 users.

"For large systems and network solutions, Ericsson is clearly the top-ranking player in the market," says Lars Svensson, manager of the Corporate Networks business unit.

Recent customers who have invested in the MD110 as the core of their communications system include the following: Crown Prosecu-

tion Services, UK. This was a major transaction, worth SEK 210 million. Ericsson delivers all conceivable types of communications services and also maintains customer networks. The account is managed by Alan Merten.

Financial Service Authority, UK. This order, worth SEK 16 million, included network su-

pervision (DNA), Call Center and Unified Messaging. In charge of this customer account is Kevin Dixon.

SANEPAR – a Brazilian bank. This order was for a multimedia network with IP interface for SEK 28 million. The officer responsible for the account is Luiz Moryia.

Ros Telekom – Russia's largest telecom operator, present in all of the country's telecom districts. The order was for a complete multimedia network based on Ericsson products.

The value amounted to around SEK 100 million. The account manager is Margarita Aniskova.

The Technical University of Vienna. The customer received a comprehensive solution including the MD110 system, automatic transmission-measurement functions and wireless telephones. The order was worth SEK 24 million and the account is managed by Franz Malzl.

Thord Andersson

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The best of both worlds in Japan

Ericsson has had operations in Japan for more than six years. The company, however, is not characterized by Japanese corporate culture. Rather, it tries to adapt its operations to a western organizational style.

"We want to combine the best of both cultures, to create a one-of-a-kind corporate culture that is unique to Ericsson in Japan," says Morgan Bengtsson, president of Nippon Ericsson

Of Ericsson's 860 employees in Japan, about 200 are expatriates of ten different countries. Corporate management also includes many foreigners – about half are Japanese and the rest expatriates.

The idea is to give Ericsson's corporate culture in Japan a western feel, so that the Japanese can also learn a western approach.

Visits to Sweden

In keeping with this aim, the company arranges for Japanese employees to visit Sweden in order to give them a different perspective on operations.

"We would like to give the Japanese the chance to come to Sweden for periods of up to a year, so they can see how we Swedes think," says Morgan Bengtsson.

"The reason Ericsson wants to mix the two cultures is that the company wants to encourage its employees to work more independently and develop critical thinking skills."

This is not automatic behavior in Japan, where taking responsibility and allocating work often takes place in groups.

Tradition of Japanese harmony

"Japanese people are not trained to be individualistic," says Masayuki Ueda, an employee of the former Ericsson-Toshiba. "They expect the company to take the initiative regarding recruitment and training."

Masayuki Ueda explains that Japanese companies are traditionally run by managers who issue direct orders, and individual employees' independence is very limited. Changes and new approaches have often been perceived as outright threats to the much-prized "Japanese harmony".

To put the Japanese subsidiary more in tune



Ericsson's operations in Japan employ a western organizational approach. By blending the cultures, the company hopes to benefit from the advantages of the Japanese culture as well. Photo: National Geographic/Greatshots

with the Swedish operations, Ericsson has created a separate organization in Sweden to focus on Japan.

Its primary task will be research and development, but also passing on know-how from Sweden to Japan.

Daniel Eriksson

NIPPON ERICSSON K.K.

Formerly Ericsson-Toshiba: The two merged on July 1, 1998.
Established in: 1992.
No. of employees: 860.
Annual sales: Approximately JYE 100 billion.
Operations: Sales, development and service of mobile networks.



A Passion for technology

"A passion for technology – about the driving forces behind Ericsson Radio Access" is about how three enthusiasts started a small radio systems company in Stockholm in 1978, and about how, ten years later, they sold it to Ericsson for half a billion Swedish kronor.

Now, Ericsson Radio Access has grown into a company with 1,300 employees and annual sales of four billion kronor.

The book is an exciting tale of setbacks, hope and entrepreneurial spirit, while providing historical background to the growth of mobile telephony in Sweden.

Understanding your history

"Because of our vigorous growth, many of us have not been with the company very long, and consequently have not experienced its evolution. Understanding your history can be essential to understanding the present," says current president Bernt Högberg.

"The book and the company's history are to a high degree a story of driving forces – entrepreneurial spirit, passion for technology and a love of work. We are proud of our corporate culture, and want to protect and cultivate it. But we also believe people who are interested in technology, mobile telephony and history will enjoy the book."

The book was written by author and journalist Marika Ehrenkrona.

A passion for technology has been reviewed in several journals, and the reviews have been highly favorable.

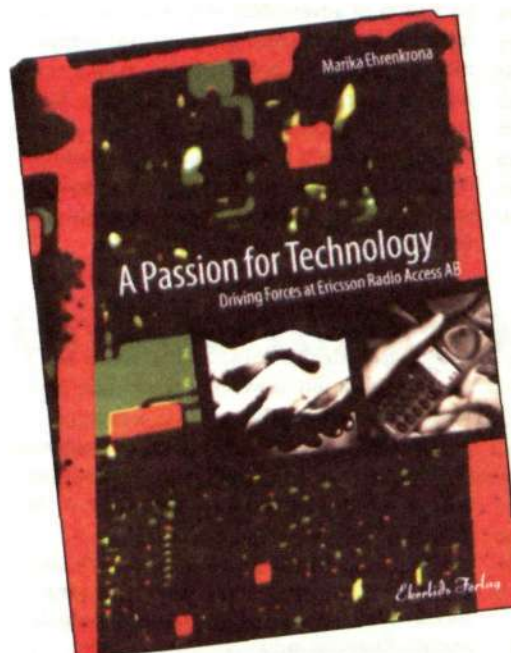
The Swedish electronics journal, Elektroniktidningen, runs the headline "A story of

Swedish mobile telephony, told with warmth and feeling." The reviewer writes that the book is an irresistible little volume and that the narrative sparkles with entrepreneurial spirit and an enthusiasm for radio technology. The reviewer, Adam Edström, concludes by saying "You simply want more".

Easy to read and well written

The Swedish daily Dagens Nyheter, also comments that it is easy to read and well written – a story of rags to riches. "It gives the reader historical background to the growth of mobile telephony in Sweden, and a window on Swedish industrial history at its best."

Karin Hultman Ronander



Well written and easy to read writes the Swedish daily Dagens Nyheter about the book.

Note: To order the book, contact: order@ekerlids.com



The Mobitex network is experiencing a renaissance, due largely to new, user-friendly terminals and the possibility to send and receive wireless e-mail. With interactive messaging, Ericsson Mobile Data Design believes there will be an increased amount of interest in Mobitex. Photo: Rob Wanstone

Wireless e-mail opens new doors

"For the first time, we have a user-friendly service directed towards the consumer market," says Gunilla Rydberg, sales and marketing manager at Ericsson Mobile Data Design.

Mobitex is Ericsson's own technology for wireless data communications. The system has been in existence for about a decade and until recently, most wireless data users have been found in the corporate world. Mobitex is frequently used in the transportation industry, for example, which uses the network to transmit data to mobile units such as taxis and delivery vehicles.

Ericsson Mobile Data Design in Gothenburg develops and markets products and services for Mobitex operator networks. As of January 1, 1998, the company is also responsible for the modems that Ericsson manufactures for the system.

E-mail to small terminals

The largest Mobitex operator is in the U.S. BellSouth Wireless Data's Mobitex network covers 90 percent of the American population. The third-generation Mobitex system, which was developed with BellSouth Wireless Data, is now being launched.

The most important new feature available with third-generation Mobitex is interactive



Gunilla Rydberg

messaging – the ability to send and receive e-mail from small, easy-to-use terminals.

"The Mobitex e-mail function has been available for some time," explains Gunilla Rydberg, sales and marketing manager at Ericsson Mobile Data Design. "But it is only now that a terminal has been introduced onto the market, that operators are able to offer this service to their subscribers."

Switch between functions

The new terminal was developed by the Canadian company, Research In Motion. Sporting a complete alphanumeric keyboard and an easy-to-use menu system, users can easily switch between various functions. Messages can be sent and received with simple keystrokes.

"The greatest strength of the terminal and the interactive messaging service is their user-friendliness," says Gunilla Rydberg. "It is easy to learn how to use the terminal, and with over 500 hours of battery time, it can be left on all the time."

BellSouth has been offering wireless e-mail service since September. And despite the fact that marketing has only just begun, interest is exceptionally strong and new subscribers are flocking to the service.

With interactive messaging, Ericsson Mobile Data Design believes there will be an increased



The new terminal was developed by the Canadian company, Research In Motion.

amount of interest in Mobitex. Several countries are planning expansions of existing networks, including Canada, and Venezuela recently commissioned the installation of its first network. The new service has also attracted entirely new kinds of operators, explains Gunilla Rydberg.

"We have received an incredible response from operators of paging systems and it is all we can do to keep up with all the inquiries. In addition, mobile telephone operators that want to offer their subscribers wireless e-mail have shown great interest. Mobile telephone operators can use existing base station sites to quickly and easily build a Mobitex network.

Interactive messaging has put pressure on Motorola, a market leader in personal paging systems. The company's own e-mail service, Reflex, has fallen behind. Reflex often requires up to two minutes to send or receive a message.

ERICSSON MOBILE DATA DESIGN

In 1988, Ericsson formed a new company named Eritel, together with the Swedish state-owned operator, Televerket. In 1994, Ericsson took over sole ownership and in 1996 the company changed its name to Ericsson Mobile Data Design. Today, the company has more than 400 employees, all of them situated in Gothenburg.

Ericsson Mobile Data Design is responsible for the development and sale of Mobitex. That responsibility includes both the actual system as well as the modem that is used to send and receive data.

Operations also consist, however, of software and hardware design for projects such as CDPD (packet data for the American mobile standard AMPS), GPRS (packet data for GSM), PMD 8000 (private mobile data), WCDMA (third-generation mobile telephony) and wireless LAN (wireless company computer networks).

Mobitex can handle the same task in under ten seconds, making the system up to ten times cheaper for subscribers and placing smaller capacity demands on operators.

Gunilla Rydberg has difficulty hiding her enthusiasm for the advantages of interactive messaging. "This is truly a user-friendly product that makes mobile data accessible to everybody."

Niclas Henningson

FROM THE PAST

Sieverts Kabelverk is still a winner

It was during the era of strikingly beautiful Art Nouveau that this lovely certificate for a gold medal was presented to Max Sievert Fabriks-Aktiebolag. More specifically, the presentation took place at the General Exhibition of Art and Industry in 1897. Each corner in the magnificent frame displays this date.

The Exhibition was Sweden's first real industrial trade fair. All of the large Swedish companies of that day participated and a number of them are worldwide groups today.

Sieverts Kabelverk, which had then been in existence for only nine years, is today a part of Ericsson and since 1985 has been known as Ericsson Cables, with its head office in the plant complex in Hudiksvall. In 1897 most of the company's operations were in Sundbyberg.

What, then, was the reason for this fine certificate? In the company history published when Sieverts celebrated its fiftieth anniversary, engineer D. R. Dahlander wrote a chapter dealing with electricity at the 1897 Exhibition.

"We should also note, in the machine hall, Max Sieverts Fabriks Aktiebolag's display of wires and cables for electric light lines, as well as for telephone and electric bell wiring systems, which demonstrated

that in this important sector of technology, too, our country can compete with the best that foreign companies can offer."

Ericsson Cables' high quality is acknowledged generally.

In 1991 the Telecommunications Cable Division became the first Ericsson unit to be certified in accordance with ISO 9001 standards. Today the unit is working hard on environmental matters.

Last year the division received ISO 14001 environmental certification. This represented yet another milestone that the unit was the first in the Swedish sector of Ericsson to reach.

Today, the beautiful certificate still hangs in the lobby of Ericsson Cables' office at Landsvägen 66 in Sundbyberg, which served as the company's head office until 1993.

Thord Andersson
thord.andersson@ebc.ericsson.se



The certificate that Max Sievert Fabriks-Aktiebolag received for high quality in 1897 is signed by Olle Hjortzberg.

Business solution for the early 1900s

► The puzzle surrounding Fiona Macadam's old Ericsson telephone has now been solved, thanks to many tips from Ericsson employees and others. The telephone described in Contact Number 13 turned out to be an early example of Ericsson's business telephony solutions. It was manufactured



A telephone with ancestors.

in 1905 and was used for internal communications within companies. The instrument is designated "305" or "306," depending on the number of magnets in the inductor. (The "305" has two magnets and the "306" has three.) In 1911 the designations were changed to "Type AB 100" (305) and "Type AB 105" (306). According to information from Sweden's Association of Collectors of Historical Telephones, the telephone was equipped with a receiver of the so-called Löffel type, which had a handle. A similar instrument was manufactured in 1895.

The price of the instrument in 1911 was approximately 40 SEK. A shipment of these telephones was delivered to a customer in Cape Town in 1905. Fiona Macadam's telephone was probably part of this shipment. How it later ended up in Great Britain, and ultimately in Fiona Macadam's possession, is another story.

Lotta Muth
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MODEM GSM ISDN Adapted for the whole world.

One world. One PC card. The K56 CC+ is a high-speed modem for portable computers that can be used anywhere in the world. One card with three functions: PSTN (public switched telephone network), GSM and ISDN. This modem is designed for use with Ericsson GSM telephones and communicates at a speed of 9.6 Kbps. With a simple change of connector the K56 CC+ can also communicate

via ISDN at a speed of 128 Kbps and via PSTN at 56 Kbps, according to the V.90 standard. The K56 CC+ is approved in 25 countries and includes software that makes it easy to adapt to the standards of different countries. It comes with a lifetime warranty and support.

Christmas offer SEK 4,495.

Ericsson has a range of products that covers all data and Internet communication needs. Users can now adapt their method of communication to where they find themselves, and to the resources available. All our products are of high quality, featuring state-of-the-art technology.



K56 DTV

Ericsson K56 DTV is a table-top modem with data, fax and voice functions which communicates at a speed of up to 56 Kbps, V.90 standard.

Christmas offer SEK 995.

These special prices are valid for Ericsson companies and employees within the Ericsson Group.

All prices are exclusive Swedish VAT, freight and duty.

I hereby order...

_____ pcs. K56 CC+, GSM and ISDN Active (4,495 ea.)

_____ pcs. K56 DTV (SEK 995 ea.)

Purchase order

no. _____

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Company _____

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Country _____

Tel _____ Fax _____

Memo ID/e-mail _____

Date _____

Signature _____

All prices are exclusive Swedish VAT, freight and duty.

Please send your purchase order to: Ericsson Enterprise Distribution, S- 164 81 Stockholm, Sweden
Memo: EKE, EKEEND. E-mail: enterprise.distribution@eke.ericsson.se Tel +46 8 404 63 00. Fax +46 8 404 63 13

Ericsson Business Networks AB
www.ericsson.se/modems

ERICSSON



"This represents the type of improvement effort I would like to see throughout all of Ericsson," Sven-Christer Nilsson said, in commenting on the award-winning Finnish project conducted by (l-r) Patrik Östman, Rune Granö, Kenneth Österberg and Ulf Vikström. Photo: Anders Anjou

An improvement to learn from

Four men at Ericsson's subsidiary in Finland have been awarded "The Best Improvement within Ericsson 1998" in recognition of their development of a new method that offers radical improvements in document handling for customers.

A project designed to make customer documentation electronically accessible on the web, replacing the former procedure of making copies and distributing binders, was the award-winning entry in this year's Best Improvement within Ericsson.

The winners, who work for Ericsson in Finland, developed a system called Automated Docware Publishing, "Push the Button." It is a highly user-friendly method that guarantees fast, flawless documentation at a low cost.

Third-place priority

Hardware and software have been the primary focal points for a long time, with documentation, or Docware, a distant third-place priority. This is despite the fact that customers cannot actually use their systems without access to good documentation and reports of customer complaints that "Ericsson's switching equipment is good, but the documentation... that's a tough nut to crack."

This type of scathing criticism has finally been acknowledged. Instead of receiving after-the-fact technical documentation, customers now have access to advance copies of documentation customized to meet their specific wishes.

"Ericsson has managed to correct a serious competitive shortcoming, and we have now

taken the lead over many competitors," says Rune Östling, of Ericsson's department of Operational Development and one of the persons behind the Best Improvement contest.

The electronic method has several advantages. It saves time and money, in addition to guaranteeing high-quality documentation. Automated publishing of the customer library throughout a product's entire life cycle has made it possible to produce the documentation in a few days, as opposed to a number of months under the old system. The documentation can also be delivered before the equipment, which might be an AXE exchange or part of a mobile system, giving customers more time to familiarize themselves before it arrives.

Delivery precision is 100 percent, and the system's automatic control function guarantees flawless and continuously updated documentation. Mobile Systems and business unit Public Networks of Ericsson have already started to use the method.

A modern company

Another advantage of Advanced Docware Publishing is the new method's image-enhancement effect, which portrays Ericsson as the highly modern company that it is. Until now, almost

Jury's motivation
"With limited resources, the contestants achieved considerable and sustainable improvements in terms of leadtime, quality and cost savings. State-of-the-art technology that directly improves customer satisfaction. An example of a small-company approach by involving the customer at an early stage. Reusability in several product areas."

every country has maintained a document center that manually copied paper documents.

Sven-Christer Nilsson, who presented the Best Improvement award, was impressed by all of the projects submitted for consideration. He felt it was particularly gratifying to see concrete results generated by the projects, results not based exclusively on good processes.

"Our competitors act very quickly and flexibly, and we must operate in the same way."

A total of 26 contributions were submitted for consideration, with six entries advancing to the final round, before the winning project was chosen. The contest rules specify that all entries should follow a structured work method that will produce permanent improvements. They should also serve as models that can be spread throughout all of Ericsson.

"We have arranged this competition for six years now, and the quality of entries has increased gradually," says Rune Östling. "It's becoming more difficult to eliminate projects before the final round."

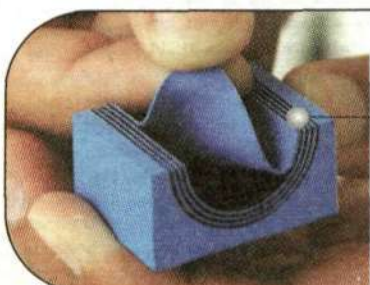
The other five finalists, all of which were also called "winners," covered most of Ericsson's core business areas.

Other projects advancing to the final round focused on faster patent routines, a base station simulator that saves time and money, a more aggressive approach to the supply chain, an unlimited Nordic project in the wake of telecom market deregulation and a project called Reduce Effort, which is based on a multiple factor of common sense to increase overall software development efficiency.

Lars Cederquist

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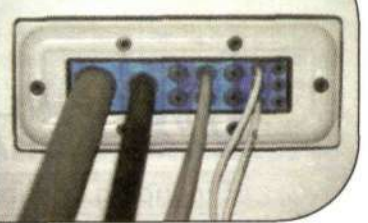


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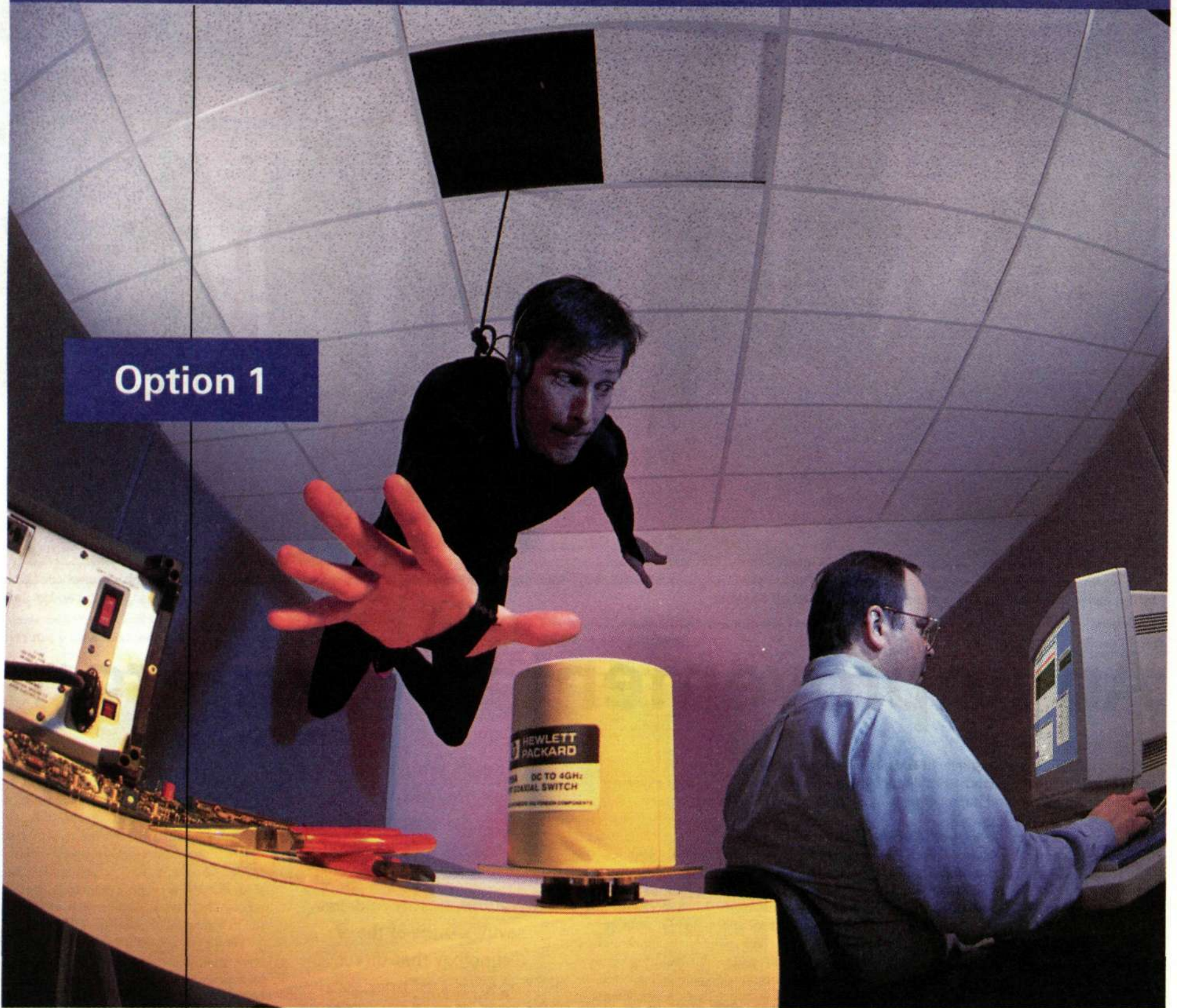
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Cabinet Seals



Situation: *You need a switch ASAP.*

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HP switches, including single-pole multi-throw, transfer and multi-port switches (pictured), offer 0.03 dB repeatability guaranteed to five million cycles. We also offer new matrix switches.

Option 2

Call HP DIRECT at one of the telephone numbers listed below for all your microwave test accessory needs.

It's not always convenient to "procure" test accessories from your colleagues. That's when you call HP DIRECT. With the help of HP engineers, choose from a selection of over 800 HP microwave test accessories. This ad will self-destruct in 10 seconds.

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Sweden (08) 444 2277 • Switzerland (French) (022) 780 4361 • Switzerland (German) (01) 735 72 00 • United Kingdom 01344 366666.

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

In Sweden

Ericsson Radio Systems AB, Kista

RESPONSIBLE FOR RMOA HUMAN RESOURCES AND OPERATIONAL DEVELOPMENT

Business Unit Cellular Systems - American Standards (RMOA) develop and market complete wireless communication solutions based on the D-AMPS/AMPS standard. Presently, nearly 50% of the world's wireless subscribers are connected to D-AMPS/AMPS systems.

● You will on business unit level be heading our Human Resources and Operational Development unit, and be a member of RMOA management team.

The success of RMOA depends critically on achieving and maintaining high levels of competence for the organization as a whole, and for the individuals working within it. Developing and co-ordinating processes globally that achieve this will be your main responsibility.

Operational Development is responsible for developing, implementing and measuring the effectiveness of policies, and the best methods/tools to achieve shortened lead-time, improvement in productivity and quick adaptation to changing markets and customer needs.

Human Resources ensure that we achieve our objective to employ the best people and be the best employer.

Contact: RMOAC Björn Olsson, +46-8 404 3958
Application: Ericsson Radio Systems AB, AH/HS Elisabeth Ljungberg, 164 80 STOCKHOLM elisabeth.ljungberg@era.ericsson.se

Ericsson Telecom AB, Stockholm

Product Unit Access is now being created to meet the customers and end-users need for current and future Access solutions. High Quality will have a key role in the success of the Product Unit, therefore we are strengthening our competence within the area.

The Access area is changing and growing rapidly. We see an increasing demand for more bandwidth, Internet, as well as support for new services. At the same time we must secure our margins by developing products at minimum cost in the delivery flow.

PU Access has more than 700 employees working around the world.

We are working with a small company approach which means that we take an end-to-end product and business responsibility. ACCESS 910 PRODUCTS needs a

PROJECT QUALITY MANAGER

● involved in all aspects of quality activities. You will be working with a total quality view based on the Capability Maturity Model (CMM).

You will be responsible for defining the concept of quality within your own project.

Further, you will be responsible for conducting independent quality assurance activities in other, similar project. These quality assurance activities involves a focus on products as well as processes and ways of working in projects.

QUALITY MANAGER

● ACCESS 910 PRODUCTS needs a manager, at line management level, focusing on quality issues. We are basing our improvement work on the Capability Maturity Model (CMM). You will be the leading force in making things happen.

Apart from defining and coordinating activities within the concrete quality approach given by CMM, you will be responsible for the quality assurance process used in our projects.

Since our quality department is currently being established, you will have the opportunity to significantly define and control your responsibilities.

It is an advantage if you have experience from Ericsson projects. Experience within the quality area is valued, but not required.

Your profile - Liking people - Accurate - Champion - Result, business and solution oriented.

Kontakta: Lena Sand +46 8 681 26 52
Lena.Sand@etx.ericsson.se Ansökan: Ericsson Telecom AB ETX/PN/XLM 126 25 Stockholm
Lena.Sand@etx.ericsson.se

Ericsson Radio Systems AB, Kista

Wireless LAN Systems is a new organization within Ericsson Radio Systems AB. We intend to make high performance on LANs wireless, to let portable computer users remain networked while on the move within the Intranet, and also provide public hot spots.

SALES REPRESENTATIVES

● We are looking for sales persons to help develop our customer network. You will be responsible for sales in a number of markets and/or customer groups.

We work as a Marketing & Sales team solving customer needs on a global scale. You will be a part of this team and work in close co-operation with the other members.

Sales experience from the IS/IT industry is a prerequisite and sales experience of computer networks is an advantage.

SALES REPRESENTATIVES FOR INTERNET SERVICE PROVIDERS & OPERATORS

● As part of our Marketing & Sales team you will be responsible for developing our sales to Internet Service Providers (ISP) and our traditional Operators. Wireless LAN solutions are attractive, with a high capacity value added access in "hot spots" sections of the operator network.

You are highly service-minded and know that "the customer comes first". You have or have recently had an ISP/Operator customer responsibility and understand the ISP/Operator situation and need. Datacom understanding is required and experience from LAN sales or engineering is a clear benefit. Intranet: <http://wlan.ericsson.se>

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Magnus.gunnarsson@era.ericsson.se Application: Ericsson Radio Systems AB KI/ERA/F/HSS Mari Skoglöf 164 80 STOCKHOLM
mari.skoglof@era.ericsson.se

Ericsson Radio Systems AB, Sundbyberg

PROCESS DEVELOPER FOR FURTHER DEVELOPMENT OF PROJECT MANAGEMENT

Business units RMOG and RMOA use the PROPS application for implementation projects (PROPS-IP) when implementing mobile telephone systems to customers. The fast moving environment requires further development of our methods and tools. Today there is a web-based tool, training and a site database (PIRS) supporting the Project Manager when running the project. We are currently working to extend the project model to fit within the New Ericsson, and to develop additional tools. A true global virtual project office on the web is one of our ideas. World Class Project Management is our vision.

● Your role is to act as: project manager for development of the project management process. lobbyist and member in various local and global working groups. creative theorist with a firm link to reality. teacher. guest-worker in real customer projects.

You will take initiative and co-ordinate the work with the total Implementation Project Management process within RMOG Time to Customer flow (TTC).

Your experience includes but is not limited to project management and process development.

Contact: Sven Jungmar, +46-8-7573281 Barna Boros, +46-8-4042030 Nils Ågren, +46-8-4047429 Application marked Project Process: Ericsson Radio Systems AB Att: Siw-Britt Johansson, SG/ERA/LP/HA, SE-164 80 STOCKHOLM siw-britt.johansson@era.ericsson.se

Ericsson Radio Systems AB, Kista

MARCOM MANAGER GSM ON THE NET

GSM and Internet are the greatest hits in the communication world today. We are a newly built organization to integrate these two into one Voice Over IP GSM system. The product is called "GSM on the Net" and is now being launched globally.

● As Marcom Manager you will be responsible for market communication activities, sales seminar arrangements and sales material production. Your target groups include Mobile Operators, Service Providers, Internet Service Providers, Distributors and Enterprises (end users).

We expect you to have a university degree in marketing and some years of working experience in marketing. Experience from the IT industry is a merit.

As a person you have excellent social skills, a good driving ability and a pragmatic approach. You are not afraid of trying new ways of doing things. You speak and write english fluently.

Join us and be a part of the revolution now taking place in Telecom.

MARKETING MANAGERS GSM ON THE NET

● We are now looking for more Marketing Managers ready to take the GSM on the Net to the world. As Marketing Manager you will drive the marketing and sales process from customer analysis to contract signing together with Ericsson's local organisation.

You have an Account Management background or related commercial experience in telecom/IT. You have a good understanding of an operators/ISPs business environment and preferably also from Enterprise communications.

As a person you have excellent social skills, are open-minded and enjoy working in an entrepreneurial organisation. You are self-motivated and result-oriented. You speak and write english fluently

Join us and be a part of an organisation that will play a key role in shaping the future of systems integrating GSM and IP.

TECHNICAL MANAGER GSM ON THE NET

● We are now looking for Technical Managers that will provide our customers with technical competence. That includes technical discussions, product presentations, solution design and offerings. You will work in a team with marketing and projects.

You have a university degree with at least 3 years of relevant experience in Telecom/IT. You should have good technical skills in either GSM or IP and be willing to quickly learn the other. Your experience also include working closely with customers. You speak and write english fluently. As a person you are result oriented, open-minded, and enjoy working in an entrepreneurial organisation.

CUSTOMER PROJECT MANAGER GSM ON THE NET

● We are looking for Customer Project Managers with experience of running customer implementation project in the GSM or the IT world.

As a Customer Project Manager you will be responsible to implement the contracts taken in a

region. However, you will also be involved in pre-sales and sales activities. You will work in co-operation with Ericsson local companies.

You have a university degree with at least 3 years of relevant experience in project management. You speak and write english fluently. As a person you are result oriented, open-minded, and enjoy working in an entrepreneurial organisation.

Join us and be a part of an organisation that will play a key role in shaping the future of systems integrating GSM and IP.

Contact: LRG/XC Bengt-Åke Ljudén (+47 70 577 1020) Application: Ericsson Radio Systems AB LR/HS Ia Pettersson 164 80 STOCKHOLM

Ericsson Radio Systems AB, Kista

PRODUCT MANAGER GSM ON THE NET

GSM and Internet are the greatest hits in the communication world today. We are a newly built organization to integrate these two into one Voice Over IP GSM system. The product is called "GSM on the Net" and is now being launched globally. Our customers include GSM operators, Service Providers and Internet Service Providers. The end user is the Enterprise.

● We are looking for Product Managers with experience of IP-Gateways, H.323, GSM, Soaring of 3rd Party Products and enterprise telephony.

As Product Manager you will be responsible for a Product Release and/or a Node in the system. You will analyse the market needs and translate this into product plans and offerings. You will prepare business cases for development and value argumentation and pricing strategies for the market.

You have a university degree with at least 3 years of relevant experience in product management, marketing or other commercial areas. You speak and write english fluently. As a person you are result oriented, open-minded, and enjoy working in an entrepreneurial organisation.

Join us and be a part of an organisation that will play a key role in shaping the future of systems integrating GSM and IP.

PRODUCT MANAGER CUSTOMER SERVICES GSM ON THE NET

● We are looking for Product Managers with extensive experience from GSM and/or the IT industry in the field of Customer Services, basic services as well as professional services.

As Product Manager you will analyse the market needs and translate this into product plans and offerings. You will prepare business cases, value argumentation and pricing strategies for the market. You will participate in marketing and sales activities.

You speak and write english fluently. As a person you are result oriented, open-minded, and enjoy working in an entrepreneurial organisation.

Join us and be a part of an organisation that will play a key role in shaping the future of systems integrating GSM and IP.

Contact: LRG/XC Bengt-Åke Ljudén (+47 70 577 1020) Application: Ericsson Radio Systems AB LR/HS Ia Pettersson 164 80 STOCKHOLM

Ericsson Radio Systems AB, Kista

Business unit Cellular Systems - American Standards (RMOA) develops and markets complete wireless communication solutions based on the D-AMPS/AMPS standard. Presently, nearly 50% of the world's wireless subscribers are connected to D-AMPS/AMPS systems. To our unit Customer Support within Operations are we know looking for:

PROJECT MANAGER - SERVICE SUPPLY TRAINING

● This project manager position will report to the Service Supply Manager Training. The responsibilities of the project manager will be to assist the service supply manager in running the service supply organization. This position will be responsible for but not limited to: co-ordination of RMOA service supply training efforts on a global basis. prepare and issue of assignments and agreements needed to support the training requirements. maintain and control of processes and measurements. initiate improvement programs based on survey results. co-ordinate between (M)LC's RTC's for distribution of training resources.

Candidates should have training background (i.e. development administration and operations). Experience in Ericsson training environment is preferred.

Qualifications: Communications skills, both oral and written. English proficiency, both oral and written. Negotiation skills - Leadership/ Management background. Experience working /

Do you want to work for a company which believes that communication between people is the most important thing there is?

The System House CSS at Ericsson Eurolab (EED) is a mayor part of the huge GSM family and involved in nearly all activities from requirement definition to customer supply and support around the Circuit Switching System (CSS) of AXE10 / CME20. Due to a continuous growth we have a number of positions for experienced engineers at the location Herzogenrath/Aachen in Germany.

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

The Simulated Test Environment (STE) support group provides STE coordination and test support with emphasis on STE to CSS and AMC function test projects and design maintenance activities. The group's tasks are primarily technical coordination, testing support and methods and tools strategies.

Your key responsibilities will be to plan and coordinate the activities of the group, ensuring tool vendors meet our requirements, support is provided for all applications and project phases and follow-up of all tasks and commitments.

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

Simon Seebass EED.EEDSIMS +49 2407 575 163	Dan Grinstead EED.EEDCGR +49 2407 575 341
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STE Test Engineer

Proj.-No.: 9/298

The position is located in the CME 20 SS STE Support Group under TCM. The group is responsible for supporting STE activities within CSS and AMC in the area of function test, design maintenance and longer term Methods & Tools issues affecting testing. This central STE support group will not only support EED but also other LDC's that perform CME20 SS related test and maintenance activities.

As a suitable candidate, you have experience in AXE function testing or design maintenance. Experience with MGTS PASM, TSS 2000, TTCN and C coding is of added value. You also have to be service-minded and prepared to quickly take new assignments. In this position you will have the opportunity to travel, perform new tools evaluations, come up with new testing strategies and increase your network throughout Ericsson.

Thomas Kommer EED.EEDTKO +49 2407 575 7828	Jan Lindquist EED.EEDJLI +49 2407 575 460
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The EED/X/P department is responsible for 1/APT products, the design of the Mobile Switching Subsystem (MSS) within the Circuit Switching System (CSS) System House as well as Function Test and Maintenance for the designed products in MSS.

System Designer

Proj.-No.: 32/398

The system group within X/P CSS design department has the product responsibility for the mobile application 1/APT 210 25 and the subsystem MSS within the CME20 / CME40 switching system. We also run the product committees for these products, PC-1/ATP and MSS, and perform system studies.

As a System Designer your main tasks include:

- Participation in prestudy, feasibility and quick studies
- PRIM & CNI handling
- Writing of technical reports

As a suitable candidate you are an Ericsson employee with at least of experience in the area of switching systems. Ideally, you should be familiar with 1/APT mobile applications. Good knowledge of mobile telephony systems and in Data communications is a clear advantage. Being initiative, self-driven and showing good analytic abilities as well as good communication and cooperation skills are important personal qualities. In addition you should be able to cope with a high work pressure.

If you enjoy demanding work and can respond well to significant challenges and responsibilities, why not become a member of our team? We have the responsibility for the software development for the mobile switching system within the GSM-standard. We are looking for

Software Design Engineers

Proj.-No.: 31/398

We are working with the GSM-system in the area of the MSS, dealing with the design, development and test of telecom software or design complete telecom systems. Programming experience e.g. (C++, C), background in telecommunications preferably with a working knowledge of structural design methods is required for this position. Relevant Ericsson experience is a plus.

Function Test Coordinator

Proj.-No.: 34/398

For the next project R8.0 our project team is looking for a function test analyzer (TG1 to TG2)/ function test coordinator (TG2 to MS8).

Your main tasks as Function Test Analyzer are to analyze the function test impacts of the new functionality, defining a test strategy, preparing the Master Test Plan, preparing the AD-plan and following it up throughout the project and to closely work together with the project manager and the STE coordinator. Later on as a Function Test Coordinator your main tasks are to coordinate all test related issues, being the TCM contact person, coordinating test plant set-up and to closely work together also with the Overall Function Test Leader.

You should have at least 3 years experience in testing in simulated environment and target system testing. You should have a good understanding how a design or test project is run, be very good in communication and be the driving force in a project team.

If you are interested in joining a young and international team and you have good communication as well as good interpersonal skills please send us your resume via mail or memo to:

Simon Seebass EED.EEDSIMS +49 2407 575 163	Gina Roge EED.EEDGINA +49 2407 575 254	Dave Henderson EED.EEDDHE +49 2407 575 630
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Experienced Troubleshooters GLOBAL Support for the No.1 AXE application

Proj.-No.: 39/98

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

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

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

Join us, develop your skills and secure your future with the CME20 Switching System Product Line Maintenance team. Opportunities for travel, networking, personal and technical

development are outstanding. Watch yourself make a global impact with your efforts.

Simon Seebass EED.EEDSIMS +49 2407 575 163	Russell Hegg EED.EEDRUH +49 2407 575 668
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Assistant Project Manager

Proj.-No.: 54/98

The CSS/GSM project office at EED is responsible for all Ericsson GSM Circuit Switching projects from TG0 up to GA. In addition, the related MSC/VLR-node level projects are run from here. We have the responsibility for overall CSS/GSM resource management, CSS/GSM project road-map establishment and coordination of all MCS/VLR development operations based at EED, EUS, ERA, LMF and IXG.

The Assistant Project Manager will support the Main Project Manager and take responsibility for associated projects.

Simon Seebass EED.EEDSIMS +49 2407 575 163	Thomas Funke EED.EEDTFU +49 2407 575 546
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GPRS System Testers

Proj.-No.: 33/398

The X/ST section takes the responsibility for the GPRS Indus Project, FRIGG1 being the first main release.

The GPRS System Testers are mainly responsible for planning, implementing and executing Industrialisation tests needed to integrate and verify the new functionality on node level as well as on GSM network level.

Further activities are to issue and follow up requirements for test configuration and simulation tools and to build up competence in order to strengthen EED's competence in this area.

As a suitable candidate you have a profound testing experience and an interest in a challenging project where almost everything is new - new technology, new interfaces, new tools etc. In this position you will need strong analytical and communication skills as well as a very good knowledge of general telecommunications, GSM system and GPRS interfaces.

Experience with test/debugging of software in a Unix environment (C, Erlang), data communication and BSC experience is a clear advantage. You will have to be flexible, team oriented and able to work under pressure.

Simon Seebass EED.EEDSIMS +49 2407 575 163	Klaus Bückers EED.EEDKLB +49 2407 575 181
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Make yourself heard.

ERICSSON



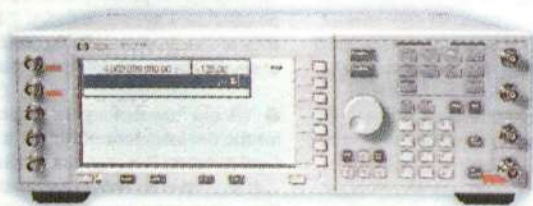
[OFFICE]



[SPARE BEDROOM]



[HOTEL ROOM ON FAMILY VACATION]



Being an engineer is an occupation that's pretty tough to leave at the office. So the last thing you need is test equipment that won't do what you need it to.

WE'RE AS DEDICATED TO GIVING YOU A FLEXIBLE DIGITAL SIGNAL GENERATOR AS YOU ARE TO CREATING THE PERFECT DESIGN.

Yet when we talked with R&D engineers, they told us traditional signal generators lack flexibility.

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leading teams and working within matrix organizations / networks. Working experience with global teams / organizations is preferred. The candidate should have demonstrated success and experience with customer contact / interface. Some international travel is required.

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James R Kirst, phone +46 8 404 8325
Application: Ericsson Radio Systems AB AH/H
Tom Larsson 164 80 Stockholm

Ericsson Radio Systems AB, Kista

PROJECT MANAGER, CUSTOMER PROJECTS

● We are looking for an experienced Project Manager to our Operations Department within the Business Management Unit, THE AMERICAS.

The job is business oriented and your tasks will be to: In close cooperation with our local representations and companies, prepare, plan, budget, organize, initiate and monitor/manage the progress of the projects. Monitor and follow up the materiel deliveries, acceptance tests and invoicing during the execution of the project. Participate in Tender Preparations as responsible for the project managements parts in accordance to the Core-3 concept.

Your home base will be Kista but you must be prepared on frequent business trips.

We are searching for you who: have an excellent knowledge of English and master a basic Spanish. hold a formal degree of MSC, MBA or corresponding. have more than 5 years experience from customer environment on the international arena. have a basic knowledge about cellular systems. would like to work on a high potential market

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Solveig Vallentin, phone +46 8 404 5619
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Ulla Johnson S-164 80 STOCKHOLM +46 8 757 2188

Ericsson Radio Systems, Kista

ARE YOU LOOKING FOR NEW CHALLENGES? BE WHERE THE ACTION IS -

GSM PRODUCT PACKAGES!

Working with the BSC, MSC and HLR product packages combines product development with close market interaction.

● Within RMOG's unit for AXE Product Packages we offer you the opportunity to: get more personal responsibility. establish a wide personal network within Ericsson. develop your project management skills. broaden your competence on a system level. build on your present experience of AXE HW. work together with motivated and enthusiastic people.

Contact: Henrik Hassler, +46 8 404 8754, henrik.hassler@era.ericsson.se, if you want to know more. Application: Ericsson Radio Systems AB Kerstin Almblad, LV/HS 164 80 Stockholm kerstin.almblad@era.ericsson.se

Ericsson Radio Systems AB, Kista

STURDY VERIFICATION MANAGER

The BSS System Verification unit is responsible for verification and maintenance of the BSS product. We are performing our verification activities in Kista in a complete GSM environment consisting of MSCs, BSCs, BTSs and OSS. In the BSS development projects we are responsible for BSS Feature Test and BSS System Test.

● As manager for the testing unit you will lead 15 collaborators. The unit's responsibilities are to secure System Verification test planning, test design and test execution for BSS and GSM development projects.

Both customers and system design are heavily involved in our verification activities. As BSS System Verification has the overall responsibility for test co-ordination, you will also need to have good contact with all nodes and system design departments.

We are looking for a manager who can take initiative and actively work across organisation borders. You should be willing to try new ideas both within the own unit and between different organisations.

Your interests in developing and engaging the group and co-workers must be high.

Suitable background is a couple of year's experience in the leader role, either as line manager or project manager. Experience from testing is a demand and experience from field is a plus.

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Kerstin.Almblad@era.ericsson.se Ericsson
Emergency Control Systems, Göteborg

Ericsson Radio Systems AB

GSM STANDARD CONFIGURATION

Standard Configuration Descriptions is a basis both for future product development and for the product packages sold today. The content and quality of the Standard Configurations are therefore of vital importance for today's and future sales.

● We are now looking for 2 persons responsible for the development of RMOG's Standard Configuration Descriptions AXE based nodes.

If you have an analytical mind and at the same time enjoy a dynamic and result oriented environment, do not hesitate to

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Ericsson Radio Systems AB, Kista

GSM PLATFORMS IN THE NEXT MILLENNIUM

GSM is rapidly evolving, towards new more diverse applications, as well as towards higher bit rates and the third generation of mobile telephone systems. Our unit is responsible for the systems development of GSMs MSC and BSC platforms. We are now looking for systems design engineers/architects and technical study leaders interested in providing Ericssons GSM system with competitive platforms for the next millenium.

Our work include: Strategic scenario descriptions. Strategic and technical prestudies as a basis for technical choices. Prestudies and early phases of product development. Ericsson Strategic Planning (ESP). World Class Provisioning program, "Open Systems".

● Technical competence in IP and ATM router/switches, telecom OS/MW, computer science or HW platforms is a merit. Personal qualifications that allow you to enjoy a dynamic and result oriented environment.

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Ericsson Telecom AB

SYSTEMS MANAGEMENT - NODE AND NETWORK SOLUTIONS

We are a unit within Node and Network Solutions, Switching, that supports the development projects with systems management, from Quick Studies before the project is initiated until the release of the products. We are also evaluating new technologies and perform tasks which require high competence and professionalism. To strengthen our capabilities for this type of system work, we are looking for experienced system designers with more than 4 years of AXE10 design.

● We are particularly interested in candidates who can provide significant competence in one or more of the following areas: AM System development, ATM, Signalling, Resource Module Platform, Datacom, Mobile systems, Internet and Hardware Modernisation. Due to the type of work performed, some travelling will be necessary.

Contact: Jan Dahl ETX/PN/XNS ETXT.ETXJAND
jan.dahl@ericsson.com +46 8 719 5478

Ericsson Telecom AB

SYSTEMS MANAGEMENT - NODE AND NETWORK SOLUTIONS ARCHITECTURE AND CHARACTERISTICS

We are a unit within Node and Network Solutions, Switching, that supports the development organization with architecture and characteristics studies for our new applications. Our scope is node and network solutions to fixed public operators. We evaluate new technologies and perform tasks which require high competence and professionalism. We are also controlling the implementation of system level functions to ensure that future enhancements are possible. To strengthen our capabilities for this type of system work, we are looking for new or experienced system engineers with either AXE10 system design or system management background.

● We are particularly interested in candidates that have a significant competence in one or more of the following areas: System development, ATM, Datacom and Internet, or have experience from system architecture or characteristics work. Due to the type of work performed, some travelling will be necessary.

Contact: ETX/PN/XNS Ingemar Persson
ETXT.ETXPING etxp@tn.etx.ericsson.se +46 8 719 2531

Ericsson Telecom AB

Node and Network Solutions is a unit within Public Networks, Switching. We are about 300 persons located at TN in Midsommarkransen. Our main role is to integrate Public Network products into solutions and provide cost effective, "ready to use" AXE nodes and network solutions for fixed operators. Systems Management is a unit within Business Solutions.

SYSTEM FILE MANAGER

● The Systems Management unit is looking for an engineer (local employment or long-term contract) to be responsible for the System File used in our AM based systems.

The System File ties together the System Modules which contain SW written in High Level Plex (HLPLEX). The System File contains specifications of global procedures and type declarations which are common in the whole system.

You will have a key role in our Integration projects (e.g. Orion and future projects) which will give you excellent opportunities to gain competence and extend your contact network. You will work in a stimulating environment together with persons with a high level of AXE competence. A period of learning the job together with our most competent people will be offered.

Competence within Application File Management, HLPLEX or Plex design is a merit.

Contact: Helena Fredrikson TN/ETX/PN/XNS
Phone: +46 8 7195218 ETXT.ETXHEFL or Paul Rogers TN/ETX/PN/XNS Phone: +46 8 6813056 ETXT.ETXPLRS

Ericsson Telecom AB

MANAGEMENT SOLUTIONS DEVELOPMENT ENGINEER

The Ericsson Edge Router Programme consist of about 25 young skilled persons coming from over 15 different countries. We are now looking for a dynamic, self driven person concentrating on development of GUI interfaces. These products are used to manage the Ericsson AXI Edge Router. Applicants should be familiar with the Data communications industry and in particular Network Management of datacomms equipment.

● We are looking for outgoing, enthusiastic, motivated and resourceful people who can work in a small team and accept responsibility when required. We are prepared to train and educate the right person to aid their work should it be needed.

The successful applicant will initially be involved with Hewlett Packards OpenView Network Node Manager and updating an existing Element Manager designed on this application. Based upon the success of the project the applicant will then go onto other tasks.

The successful applicants will preferably have experience in some of the following areas: MOTIF programming language. Html programming language, optional. Java programming language, optional. IP, TCP/IP knowledge. English language, the department has a predominantly English speaking

The Edge Router Programme is part of the Datacom Networks & IP Services within Ericsson Telecom AB. We are located in Kungens Kurva, Stockholm.

Contact: Alan Haines alan.haines@ericsson.com
+46 8 719 36 41 or Peter Lo Curzio peter.lo-curzio@ericsson.com +46 8 719 12 48

international

Ericsson Lebanon SARL, Beirut, Lebanon

LOCAL PRODUCT MANAGER

● As a local product manager you shall give product technical support during marketing, sales, negotiation phases, after sales activities. You will be the technical consultant during Core 3 and must therefore have a broad technical knowledge.

You will be responsible for the co-ordination of planning and dimensioning activities related to the products and systems supplied by Ericsson Radio systems and to be in charge of dimensioning of the assigned Network Elements. Help the customers to get more knowledge about Ericssons' products by holding seminars and presentations of new or enhanced products and features.

In the sales/negotiation phase you shall initiate Technical and Functional Analysis and define a Traffic model, dimensioning, capacity/memory calculations, and update of Network Design.

Minimum 5 years experience with Ericsson systems especially (GSM and IN). Fluent English and good interpersonal skills.

Contact: John Hamze, Mobile Network Design Manager, Ericsson Lebanon Phone: +961 1 488 000 memo STL.STLJOHA e-mail: JOHN.HAMZE@ERICSSON.COM Or contact: Bjorn Fredriksson, KAM FTML, Phone: +961 1 488 000 memo STL.STLBJORN

Ericsson Eurolab, the R&D centre in Herzogenrath-Aachen in Germany, offer the following challenging career opportunities:

CIRCUIT SWITCHING SYSTEM HOUSE (CSS) EED/X:

Our System House CSS is part of the huge GSM family and involved in nearly all activities from requirement definition to customer supply and support around the Circuit Switching System (CSS) of AXE/CME20. For further support of our teams we are looking for

ASSISTANT PROJECT MANAGER (CSS)

● The CSS/GSM project office at EED is responsible for all Ericsson GSM Circuit Switching projects from TGO up to GA. In addition, the related MSC/VLR-node level projects are run from here. We have the responsibility for overall CSS/GSM resource management, CSS/GSM project road-map establishment and coordination of all MCS/VLR development operations based at EED, EUS, ERA, LMF and IXG. The Assistant Project Manager will support the Main Project Manager and take responsibility for associated projects.

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EED.EEDSIMS +49.2407.575-163 EED/X/RTC
Thomas Funke, EED.EEDTFU, +49.2407.575-546

FUNCTION TEST COORDINATOR (CSS)

The EED/X/P department is responsible for 1/APT products, the design of the Mobile Switching Subsystem (MSS) within the Circuit Switching System (CSS) System House as well as Function Test and Maintenance for the designed products in MSS.

● For the next project R8.0 our project Team is looking for a function test analyzer (TG1 to TG2)/function test coordinator (TG2 to MS8).

Your main tasks as Function Test Analyzer are to analyze the function test impacts of the new functionality, defining a test strategy, preparing the Master Test Plan, preparing the AD-plan and following it up throughout the project and to closely work together with the project manager and the STE coordinator.

Later on as a Function Test Coordinator your main tasks are to coordinate all test related issues, being the TCM contact person, coordinating test plant setup and to closely work together also with the Overall Function Test Leader.

You should have at least 3 years experience in testing in simulated environment and target system testing. You should have a good understanding how a design or test project is run, be very good in communication and be the driving force in a project team.

The system group within X/P CSS-design department has the product responsibility for the mobile application 1/APT 210 25 and the subsystem MSS within the CME20 / CME40 switching system. We also run the product committees for these products, PC-1/ATP and MSS, and perform system studies. For further support of our system group we are looking for a

SYSTEM DESIGNER (CSS)

● As a System Designer your main tasks include: Participation in prestudy, feasibility- and quick studies. PRIM & CNI handling. Writing of technical reports.

As a suitable candidate you are an Ericsson employee with at least three years of experience in the area of switching systems. Ideally, you should be familiar with 1/APT mobile applications. Good knowledge of mobile telephony system and in Data communications is a clear advantage.

Being initiative, self-driven and showing good analytic abilities as well as good communication and cooperation skills are important personal qualities. In addition you should be able to cope with a high work pressure.

If you enjoy demanding work and can respond well to significant challenges and responsibilities, why not become a member of our team? We have the responsibility for the Software development for the mobile switching system within the GSM-standard. We are looking for

SOFTWARE DESIGN ENGINEERS (CSS)

● We are working with the GSM-system in the area of the MSS, dealing with the design, development and test of telecom software or design complete telecom systems.

Programming experience e. g. (C++, C), background in telecommunications preferred with a working knowledge of structural design methods is required for this position. Relevant Ericsson experience is a plus.

If you are interested in joining a young and international team and you have good communication as well as good interpersonal skills.

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STE TEST ENGINEER (CSS)

● The position is located in the CME 20 SS STE Support Group under TCM. The group is responsible for supporting STE activities within CSS and AMC in the area of function test, design maintenance and longer term Methods&Tools issues affecting testing. This central STE support group will not only support EED but also other LDC's that perform CME20 SS related test and maintenance activities.

As a suitable candidate, you have experience in AXE function testing or design maintenance. Experience with MGTSPASM, TSS 2000, TTCN and C coding is of added value. You also have to be service minded and prepared to quickly take new assignments.

In this position you will have the opportunity to travel, perform new tools evaluations, come up with new testing strategies and increase your network throughout Ericsson.

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GPRS SYSTEM TESTERS (CSS)

The X/ST section takes the responsibility for the GPRS Indus Project, FRIGG1 being the first main release.

● The GPRS System Testers are mainly responsible for planning, implementing and executing Industrialisation tests needed to integrate and verify the new functionality on node level as well as on GSM network level.

Further activities are to issue and follow up requirements for test configuration and simulation tools and to build up competence in order to strengthen EED's competence in this area.

As a suitable candidate you have a profound testing experience and an interest in a challenging project where almost everything is new - new technology, new interfaces, new tools etc. In this position you will need strong analytical and communication skills as well as a very good knowledge of general telecommunications, GSM system and GPRS interfaces. Experience with test/debugging of software in a Unix environment (C, Erlang), data communication and BSC experience is a clear advantage. You will have to be flexible, team oriented and able to work under pressure.

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EXPERIENCED TROUBLE SHOOTERS for global support of the No.1 AXE application

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

● Our strong resources reflect our responsibility for troubleshooting and testing on system level. Your contribution to the Help Desk team is excellent testing and trouble shooting experience in mobile AXE switching systems and their latest developments, commitment to provide solutions to our customers and team spirit.

Develop your skills and develop your future with the CME20 Switching System Product Line Maintenance team.

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

Contact: Human Resources Simon Seebass EED.EEDSIMS +49.2407.575-163 or EED/X/SL Russell Hegg EED.EEDRUH +49.2407.575-668

AXE MOBILE CORE SYSTEM HOUSE (AMC) EED/U

AXE MOBILE CORE, THE PLATFORM FOR ALL DIGITAL MOBILE SYSTEMS AXE Mobile Core System House is responsible for development of core products used commonly by all Ericsson's digital mobile systems i.e. CME20 (GSM), CMS30 (PDC), CMS40 (PCS) and CMS88 (D-AMPS).

The AMC System House at EED consists of the AMC operations and the design & test department. For further support of our teams we are looking for

GROUP LEADER AMC VERIFICATION (AMC)

● The activities of the group will be function test (target and simulated environment), System Integration Test and AMC maintenance test. This group will also include the FT and SIT leaders on AMC level.

The general responsibility of the group manager is to plan, lead and supervise the operations of the test group in AMC.

The main authorities and tasks are to perform appraisals, participate in recruitment, introduce new personnel, and do competence development of the staff. It also includes to plan, establish and supervise the group's test activities and generate test strategies, quality assurance e.g. fulfilling the goals and resource planning.

As a suitable candidate, you are an Ericsson employee and should have good function test knowledge.

You should be familiar in working in projects. Any managerial experience (e.g. as group manager, team leader or project manager) or experience in the traffic control area is a clear advantage.

SYSTEM MAINTENANCE ENGINEERS (AMC)

● Your main authorities and tasks are to perform analysis of complex system faults and find a solution to these faults. This may involve travel to the customer sites, which can be in any country where AMC is in use. You would be expected to have knowledge in at least one mobile application system, and a broad AXE knowledge, detailed knowledge in at least two sub-systems is advantageous. You are expected to learn and develop across all the mobile applications.

Key words on your personality, would be proactive, self-initiative, outgoing, and result oriented. You would also be goal oriented and willing to share knowledge with others.

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. Experiences from System Verification/Test are a clear advantage.

SYSTEM TEST ENGINEERS (AMC)

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

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

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 (AMC)

● 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 Projectleader/Testleader is a clear advantage.

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AXE10 DATACOM ENGINEER (AMC)

The border between Telecommunication and Datacommunication is becoming more and more diffuse. AMC needs to strengthen the competence in the datacom area focusing especially on Mobile interworking and TCP/IP. We need a person who can represent AMC on the system level and who can contribute to the evolution of datacom within AXE10.

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

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

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STRATEGIC PRODUCT MANAGER (AMC)

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

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

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

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

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SOURCE SYSTEM DESIGNER (AMC)

● The general responsibility as source system designer is to prepare source system documentation and maintain the source system. It also includes investigations of new tools and methods that could be used in the source system handling area.

The new challenge will be to introduce the products related to System 108, which is the system architecture that will be used in the future. A task that is growing in importance is the product handling coordination that needs to be done towards the different system modules being part of AMC, and also towards the users of the AMC products.

As a source system designer you will be involved in all phases of the AMC projects, since it is becoming more and more important to discuss system structures early in the projects. In the AMC projects there is always one source system designer appointed as team leader taking the responsibility for the tasks related to the handling of the source system in the project.

We are looking for an engineer with 2-4 years experience from software design or system design in an AM based system.

CHAIRMAN FOR PC-AXE106 MOBILE (AMC)

The AMC system groups are responsible for the system development of the core products that are common for Ericsson's mobile systems. Running PC-AXE 106 Mobile, PC-XSS 210 25 as well as overall technical coordination of the projects in AMC are responsibility areas of the system groups.

● PC-AXE106Mobile is responsible for the inspections of System IPs and IPs impacting two or more system modules. This is done with representation from the mobile systems and the system modules. The forum also inspects product documents written on system level.

Since AMC is currently introducing the System 108 architecture, PC-AXE106 Mobile will play an important role in forming how the future inspection forum will work, and what kind of responsibilities it shall have.

As a PC-AXE106Mobile chairman, you need to have a good understanding of the AM principles and experience from several system modules. Experience as chairman or permanent member in a product committee, at least on sub system level is also required. Experience from different plat-

forms (such as AXE, Cello, TelORB or AP) is also desirable.

Contact: Human Resources 02407/575-163 Memo: EED.EEDSIMS or AMC System Simon Seebass Kristina Martelius 02407/575-692 Memo: EED.EEDNKA

AMC PROJECT MANAGER

● The AMC project office has a dynamic group managing key projects at the core of all mobile applications. These overall projects encompass subprojects and associated projects in the Netherlands, USA, Ireland, Finland, Sweden, Norway, England, Spain, Italy, Germany and Greece covering a vast range of development areas at the leading edge of technology. Your task will be leading a large mobile telephone system project with full responsibility for fulfillment to our customer.

Requirements: Degree in Engineering with specialisation in telecommunications or equivalent. At least four years work experience in technical aspects of telecommunications. Three years of proven experience in project management and good knowledge of PROPS, project planning, budgeting and management methods. Good knowledge of mobile systems and Ericsson business practices would be an advantage. Travelling is a natural part of the job.

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GENERAL PACKET RADIO SERVICES SYSTEM HOUSE (GPRS) EED/D

The Systemhouse GPRS (General Packet Radio Services) is responsible for the development, verification, support and supply of products in the field of GPRS. GPRS is aiming for the combination of data communication and mobility. GPRS is currently standardized as an extension of GSM. The department EED/D is responsible for the development and maintenance of the GPRS core systems OMS and PXM and for the GPRS applications VLR, SMS and PTM. For further support of our teams we are looking for

GPRS SENIOR SOFTWARE DESIGNERS

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

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

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

For the GPRS bearer service, the languages C++, JAVA, ERLANG and the CORBA architecture.

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

Contact: Human Resources Simon Seebass EED.EEDSIMS +49-2407-575-163 or GPRS Design Manager Andreas Daun EED.EEDAND +49-2407-575-418

Ericsson Systems Expertise Limited, Infocom Management Solutions Centre, Athlone, Ireland

DESIGNERS / TESTERS - TRANSCODER APPLICATIONS

● At Infocom Management Solutions Centre (IM-SC) within Ericsson Systems Expertise Limited, Athlone, Ireland, we have exciting opportunities for designers and testers working in our mobile area on Transcoder application development.

You should have previously worked in the mobile area in design or test. It is important that you have a working knowledge of one of the digital mobile standards (D-AMPS, GSM, and PDC) and the nodes involved.

You will be responsible for helping to build mobile competence within the group and you will have the opportunity of working with Transcoder application development across the three current digital standards and also next generation IP and WCDMA systems.

These positions are based on a one year contract within IMSC.

Application latest 981223: Michael McGann, Michael.McGann@ericsson.com Human

Resource Manager Ericsson Systems Expertise Limited, Ericsson Software Campus, Athlone, Co. Westmeath, Ireland.

Ericsson Australia Ltd

TENDER/BID SUPPORT

● The Customer Configuration Centre - Asia Pacific, is looking for experienced staff to provide tender/offer support to Local Companies and Market Units for new business opportunities in Asia Pacific and South Asia markets.

Reporting to the Manager Tender/Bid Support, you will be responsible for working across all key suppliers and service providers, gathering technical and commercial inputs, then proposing and documenting complete solutions to meet LC and MU business needs. QUALITY, TIMELINESS and COST EFFECTIVE solutions for input to tenders and offers will be your KEY focus.

Strategic communication with internal/external customers, stakeholders and peer groups will be fundamental to your success and some international travel is envisaged. Previous experience in managing customer relationships and tenders/projects is fundamental to this role. Cultural awareness and knowledge of the Asia-Pacific region will be well regarded.

Looking for a change of focus, exciting challenges and significant career development potential, then this is the role for you.

Key attributes required by the successful applicants are: Experience in managing Tenders/Bids for major projects. Broad business skills covering commercial and sales/marketing. Excellent organisational and communication skills. Demonstrated leadership ability. Strong Customer management skills. A DRIVE TO MEET GOALS, ON TIME!!

CUSTOMER PROJECT MANAGERS

● The Customer Configuration Centre - Asia Pacific, requires experienced Engineers and Project Managers to join our new and dynamic team in the role of Customer Project Manager. As the single point of accountability for completing customer orders on time and on budget, you will provide TOTAL project management solutions to customers in Asia-Pacific and South Asia markets using a network of local and regional suppliers of products and services.

Looking for a change of focus, exciting challenges and significant career development potential, then this is the role for you.

Key attributes required by the successful applicant are: Significant experience in Ericsson projects, preferably in project leader role. Excellent organisational and communication skills. Ability to lead sub-project teams comprised of key staff from both technical and customer / commercial backgrounds. Significant experience in dealing with customers. Knowledge of the Australian and Regional markets will be well regarded. Good understanding of the PROPS methodology.

NOTE! These positions are being offered on LOCAL CONTRACT conditions

Application: EPA.EPARSC, Rod Scott.

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.EBBEVA Phone: +591 2 312233, Fax: +591 8 112279 Application latest 981218: Ericsson de Bolivia Telecomunicaciones S.A. Attention: Departamento de Recursos Humanos Casilla de Correos No 648 La Paz

Ericsson Radio Systems AB, Sundbyberg

NEXT CHALLENGE - SLOVAKIA

RMOG have a new GSM customer in Slovakia. We therefor preparing the future organisation in our local company SBB. Following position is open and on long-term contract conditions based in Bratislava.

KAM - KEY ACCOUNT MANAGER

● As an Account Manager you will work with the sales and customer order flow and be responsible for fulfilling the customer's high expectations. You will be a part of the marketing and sales team towards the customer account. Create and maintain Market Plans, responsible for meeting or exceeding sales booking objectives, billing quotas and consolidated profitability targets, maintain and negotiate contracts. Responsible for budgets and forecasts and establish long-term partnerships between our customer and Ericsson.

Preferably you should have a M.Sc. in Engineering and you should have at least five years working experience and desirably 4 years with cellular communications and preferably with GSM marketing experience. Ability to build excellent relations and drive for results.

Contact: Ulf Borison, phone +46 8 757 15 80, memoid ERAC.ERAUBOR Anita Malmström Wallner, Human Resources, phone +46 8 404 24 29 Application: Ericsson Radio Systems AB SG/ERA/LP/HA Siw-Britt Johansson, 164 80 STOCKHOLM siw-britt.johansson@era.ericsson.se

Ericsson Telecommunications Sdn Bhd, Malaysia

NEW ACCOUNTS MANAGER

● As a leader for a highly professional team, you will develop new accounts in the Malaysian market. The area of development is in all kinds of licensed operations, with focus on cellular and data networks as well as ISP services.

We are looking for someone who has social skills coupled with team-oriented leadership qualities and entrepreneurial mindset.

We offer a challenging, international environment, in a market that is set on a vision of becoming the leading provider in the new telecoms world.

Contact: Roland Bjorlin pem.pemrobj@memo.ericsson.se Phone : 60-3-708 7505 or Britt Alexanderson ecm.ecmbrit@memo.ericsson.se Phone : 60-3-708 7145 Application: Ericsson Telecommunications Sdn Bhd Wisma Ericsson Kelana Centre Point Jalan SS7/19, Kelana Jaya 47301 Petaling Jaya Selangor Darul Ehsan MALAYSIA

LM Ericsson Libya branch

FINANCE MANAGER/CONTROLLER

Ericsson have been active in Libya for more than 30 years. At present we are active in Public Network projects, A GSM Mobile Networks project, and two dedicated network projects. We also have a business network department and separate units for HR/administration, Logistics and Camp Service. At present we are 120 employees, whereof 21 expatriate staff. All expats live in our well-maintained camp 25 km south of Tripoli, with swimmingpool, club House, tennis court, Sport-Hall, etc.

● For our branch office in Libya we need to recruit a person who will manage and develop the Finance and Purchasing department.

Areas of responsibility for the department includes: financial planning, information and control; external financial reporting and tax matters as required by Libyan laws; company payroll and salary administration. Areas of responsibility includes also a Travel/air-ticket booking function as well as an IT & Network support function. You will have five competent colleagues in your team.

The successful candidate should have management experience from a finance department, good Ericsson knowledge, with relevant degree/diploma. You should have good command of the English language, written as well as spoken. Previous international experience is a strong plus factor.

Contact: Hakan Johansson, GM; Oscar Wallsten, FM, memo TKX.TKXWALL, or Tommy Frederiksen, HR. Phone +218 22 308 00, fax 308 05.

Ericsson Components AB, BU Energy Systems, Turkey

PROJECT LEADER (SHORT-TERM-PROJECT)

Energy Systems provides energy systems, mainly for telecommunications, as well as cooling and energy management systems. Ericsson has de-

signed, manufactured and marketed power products for more than 100 years. Energy Systems is active in some 90 countries.

● We are looking for a Project leader for Energy Systems in Turkey on a six months short-term-project. Your tasks will be to build relationship with ENK account teams, continuously update account teams on new products, develop relationship with end customer, focus on Climate Systems and Customer Services offering with the Turkcell account, establish Turkey as a reference market for Climate systems, support Power Systems and Climate Systems business with MSC/BSC power as well as container cooling (DX-S/FCS) for the Turkcell account, identify need and further expand Energy Systems offering to Turkcell and Turkish Telecom and support ENK efforts to penetrate Turkish Telecom. One main objective is to train the local resource that he or she can take over after six months plus support customer service contract towards ENK/Turkcell.

We think that you are a salesman with product knowledge of Energy product/service portfolio. We also believe that you have the ability to take an overall view, analyse situations and make reports which high-light problem areas. It is very important that you are administrative, creative and have ability to communicate at various levels.

Contact: Mikael Bodin, phone: 08-721 6031, e-mail: mikael.bodin@eka.ericsson.se or Ia-Pia Emanuelsson, phone: 08-721 7461, e-mail: ia-pia.emmanuelsson@eka.ericsson.se, Human Resources. Application marked K98107) latest 981212: E-mail: gudrun.soderberg@eka.ericsson.se or Ericsson Components AB Energy Systems Division KK/EKA/K/P Gudrun Soderberg 164 81 KISTA - STOCKHOLM

LM Ericsson Ltd. Dublin

SOFTWARE CENTRE VACANCIES

The Software Centre (SWC) is part of a programme within ETX Public Networks to rationalise the handling of AXE software deliveries to our customers. The centre builds and delivers the Market Application Systems to Public Network's customers in Europe and the Middle East. The Centre is located in Dublin, Ireland.

PROJECT MANAGERS

● We are seeking a number of Project Managers to lead customer projects. Applicants should have at least 5 years experience gained in similar positions on projects involving AXE. The positions require a high degree of technical knowledge of AXE and may suit AXE testers or trouble shooters seeking a change of role. Ref: 0331.

AXE TESTERS & TROUBLE SHOOTERS

● We are seeking a number of AXE Testers and Trouble Shooters to supplement our existing staff. Applicants should have at least 4 years experience in AXE 10 software verification or support. Customer focus will be an important attribute of the Software Centre. Ideally, the experience will have been gained in an environment involving regular contact with end customers.

The duties will include software verification of Global and Market Application Systems, design and verification of GAS/MAS Upgrades, MAS roll-out support, GAS Maintenance, GAS/MAS Information publishing and development of SWC's automated testing capability.

The Software Centre represents a unique opportunity to work on AXE software from the latter stages of the Design phase, through market customisation and rollout and into the support phase. Ref: 0330.

TEST CONFIGURATION MANAGEMENT TECHNICIAN

● We are seeking someone to maintain and control the network of SWC testplants, traffic generators and tools. The applicant should have at least 4 years AXE experience and should possess sufficient trouble shooting in AXE hardware and software to be able to prepare and maintain testplants for use by SWC projects. Knowledge of TMOS systems would be an advantage. Ref: 0332

Contact: Margaret Gaffney, Employee Relations Manager, LM Ericsson Limited, Beech Hill, Clonskeagh, Dublin 4, Ireland. E-mail: lmimgy@eei.ericsson.se Application latest 04-01-99.

LM Ericsson Israel Ltd (EOI)

NETWORK PLANNING CENTER

Ericsson is currently running a Network Planning Center (NPC) towards the new GSM operator Partner in Israel. The task for Ericsson will be to build, operate and transfer the NPC. The area of

responsibility covers all disciplines within Network Design & Performance Improvement of mobile networks, i.e. Radio, Transmission and Switching. The network is currently up-and-running. Optimisation and expansion planning ongoing. Wanted Position(s):

NPC RADIO MANAGER,

● and Manage and co-ordinate all the activities related to the radio network planning and optimisation.

NPC SWITCHING & TRANSMISSION MANAGER,

● or Manage and co-ordinate all the activities related to transmission and switching network.

NPC MANAGER

● Depending on the profile and experience of the applicant, a combined Radio and Switching/Transmission manager position will be considered.

Basic requirements for the positions are strong human skills, management experience, fluent in English, and solid experience from at least one of the required disciplines.

Contact: ERA/LVR/PC Ola Pettersson, tel: +46 8 404 4709 E-mail: ola.pettersson@era.ericsson.se EOI/NOM Finn Sorenson, tel: +972-54-810423 E-mail: eoi.eoifinn@mesmtpe.ericsson.se EOI/NPC John van Dalen, tel: +972-54-801933 E-mail: johnv@orange.co.il Application latest 981231: ola.pettersson@era.ericsson.se

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

Our business idea is to provide operators with TEMS products for the commissioning, troubleshooting and optimization of the airinterface for all major standards. Our strategy emphasises active marketing and product development through increased knowledge of our customer needs. We are continuously evaluating new technologies and new platforms to provide the best possible solutions to our customers. As our target is to become the clear market leader in this area, we will increase our staff at our regional office in Kuala Lumpur, Malaysia.

TECHNICAL SALES/MARKETING ENGINEER (2 positions)

● We are looking for an engineer with an interest in marketing and sales to join our team in Kuala Lumpur.

You will be marketing our products and systems primarily to the Chinese market for new as well as existing customers. This will include technical presentations together with our own technical support engineers or engineers from the local companies.

You will report to the Regional Manager.

Your work will lead you into daily contact with our customers as well as colleagues in the region, which will require good skills in written and spoken English. You should be used to working in teams as well as take the initiative to meet our common goals. Good knowledge of GSM systems, preferable the radio part of the system including the use of TEMS test tools/systems, will be a plus.

TECHNICAL SALES SUPPORT ENGINEER (4 positions)

● We are looking for engineers that will support the marketing and sales of our test tools/systems in the region with priority given to the Chinese market. This includes making customer presentations, doing technical seminars and workshops, customer on-the-job training as well as giving technical support to the different Ericsson local companies in China and the region.

Also to assist the first-line technical support functions in Kuala Lumpur by processing answers to technical questions/problems generated either by customers/operators or the local companies in the region. You will also be an interface between the customers/operators with their operational and technical requirements and the product-owner organizations within RQIS. You will report to the Technical Support Manager.

Contact: Olav Thorsen, Regional Manager, ETO.ETOOT, Phone: +60.3.708.7090 Mobile: +60.12.200.1194 Fax: +60.3.708.7089 Ferri Tafreshi, Tehcnical Support Manager, EPL.EPLFE-TA, Phone: +60.3.708.7093 Mobile: +60.12.200.1365 or Kari Korkala, RQIS Marketing Manager, Kari.Korkala@lu.erisoft.se Phone: +46.920.202817 Application: AsiaPacific, Ericsson Erisoft AB, Box 920, S-971 28 Lulea, Sweden

Ericsson Radio Systems AB, Kista

SENIOR CONSULTANT – OPERATIONAL DEVELOPMENT

Operational Development (KI/ERA/LG/PB) is a unit within Business Management Europe and Africa (KI/ERA/LG). We are responsible for Quality Management, Business Process Management & Development, Information Management and Operational Development within the Region Europe & Africa.

● The Operational Development Unit is now looking for a senior consultant with a broad knowledge and experience in the following areas: development of operations, business processes, management systems, quality auditing, information management, project management, business analysis, marketing information systems.

Experience from marketing & sales and supply management processes would be highly advantageous. You should also have an analytic and creative mind and also a business and customer oriented way of thinking. Furthermore, you should have high intellectual abilities and a co-operative attitude.

Fluency in English is required.

As a person you shall be self motivated, outgoing and independent with strong social and communication skills, both oral and written. You have a university degree in business administration or economics and a minimum of five years experience in the telecommunication industry. Working experience at a local company is an advantage.

Contact: LG/PBC Paolo Bourelly, tel +46 8 404 95 77, e-mail paolo.bourelly@era.ericsson.se
Application: Ericsson Radio Systems AB
KI/ERA/LGHS Ingela Vikenfolk 164 80 STOCKHOLM

Nippon Ericsson K.K., Japan

The Japanese telecommunication market is very challenging. Japan is the second largest market in the world and it is one of the quickest growing cellular markets. We have a well established PDC-business and we were during 1997 selected as a partner in the development of experimental systems to NTT DoCoMo and Japan Telecom for the third generation mobile system based on Wide-band CDMA (WCDMA). The experimental systems are in operation since early 1998 and we are preparing for the commercial phase of WCDMA/UMTS in Japan.

Nippon Ericsson K. K. (NRJ) is right now looking for more employees in the area of Product Management and Standardisation of WCDMA/UMTS:

WIDEBAND CDMA/UMTS PRODUCT MANAGEMENT AND STANDARDISATION

● The IMT-2000 Product Management unit at NRJ, located in Tokyo, has the technical customer interface responsibility for the WCDMA/UMTS system, as well as for standardisation activities in Japan for 3rd generation cellular systems.

This is a unique opportunity to work together with some of Ericsson's largest and most demanding customers in developing the first W-CDMA/UMTS cellular system in the world as well as participating in the Global standardisation of UMTS. This unit is now expanding and is therefore seeking new, highly qualified personnel in the following areas:

PRODUCT MANAGER – PACKET DATA (1)

● Responsible for packet data product management and standardisation for the WCDMA/UMTS system. You should have several years of experience from working with datacom/telecom development and/or standardisation. Experience from GPRS products (especially core network) is also a requirement.

PRODUCT MANAGER – RADIO ACCESS NETWORK (2)

● You will be responsible for radio access network interface related standardisation in Japan and in international standardisation forums. You will also perform the customer discussions of the WCDMA/UMTS system regarding these issues. This position requires several years of experience from working with radio access network interfaces such as lu/lur/lub, A/Abis, Gb or IS-634 and/or related products.

PRODUCT MANAGER – SWITCHING SYSTEMS (3)

● You will be working with the core network part of the WCDMA experimental system and with

core network standardization. This position requires several years of experience from working with telecommunications, mobile or fixed. In particular experience on GSM Core Network products is highly valued.

SOLUTIONS MANAGER (4)

● You will be responsible for providing end user solutions and Value Added Services to our Japanese UMTS customers.

This position requires several years of experience on customer solutions and value added services. Experience from Mobile IN, WAP, Internet, terminal- and vertical- applications is highly valued.

PRODUCT MANAGER – BASESTATION/RADIO (5)

● You will be responsible for the specification of the installation engineering requirements for Base Station sites to our WCDMA customers in Japan, e.g. cabling, antenna tower equipment etc.

This position requires that you have worked with similar tasks in cellular systems like GSM, D-AMPS, PDC, etc. You will have close contact with the customer and you will handle the requirements of the customer. In addition you will work closely to the development project for WCDMA.

PRODUCT MANAGER – RADIO STANDARDISATION (6)

● The standardisation activity in Japan is intense and as the service in year of 2001 for WCDMA is approaching, there are several opportunities to work in this area. Standardisation of the 3G Multimedia CODEC (including Video, Audio, Data parts) is one example.

There are also opportunities in the standardisation of the Basestation and Radio Network Controller as well as Air Interface related standardisation for WCDMA.

You will work with a specific area and be responsible for driving Ericsson's opinion in Japan as well as communicating with our standardisation projects in Sweden.

You should preferably have WCDMA technical background. System work or standardisation work on other digital standards, GSM, D-AMPS or PDC is also a plus.

Contact: Gustav Brismark, General Manager
Phone: +81 3 5216 9050. Memo: NRJ.NRJGUB
E-mail: gustav.brismark@ericsson.co.jp
Application on positions 1-4 contact: Thomas Rex, Senior Manager
Phone: +81 3 5216 9080. Memo: NRJ.NRJREX
E-mail: thomas.rex@ericsson.co.jp
Positions 5-6:1 Magnus Thornberg, Senior Manager
Phone: +81 3 5216 9070. Memo: NRJ.NRJMTG
E-mail: magnus.thornberg@ericsson.co.jp

For all the positions above a very good conduct of English language, both oral and written, is an absolute requirement. It is highly desirable that the applicant has power of initiative, as well as good team-working and communication skills. Build-up and transfer of competence to our Japanese employees will be an important part of the assignment.

General information: Tommy Naslund
Phone: +81-3-3221-8235. Memo: NRJ.NRJTOM
E-mail: tommy.naslund@ericsson.co.jp

Ericsson Austria AG

AXE / ANS NETWORK SURVEILLANCE TECHNICIAN

SEA/EO (Network Operators) is a dynamic business area within the Austrian Organisation that is growing very fast. For our fixed network customers we would like to expand our team with a Network Surveillance Technician who will help us to ensure short response and lead times towards our customers.

● The main responsibility for this position will be the operation of an AXE/ANS switch either locally or from an Operation and Maintenance Centre. He / she will be the single point of entry for all contact and enquiries into the OMC and has to deal with all inquiries, Trouble Tickets, Works Orders and requests for assistance in a professional manner.

Prerequisites: Good general understanding of network architecture; good knowledge of AXE/ANS at a functional level; previous network operations and maintenance experience. Previous OMC experience would be desirable but not essential.

He/she should be able to speak and write German fluently.

Contact: Antje Bischoff SEA.SEABIA
antje.bischoff@sea.ericsson.se, phone +43 1

81100 6428, fax: +43 1 81100 698; Michael Tagwerker (SEA.SEATAG), michael.tagwerker@sea.ericsson.se, phone +43 1 81100 6443, Fax: +43 1 81100 698, Ericsson Austria AG, Pottendorferstr. 25-27, A-1121 Vienna, Austria

Ericsson Telecom AB

Node and Network Solutions is a unit within Public Networks, Switching.

We are about 300 persons located at TN in Midsommarkransen. Our main role is to integrate Public Network products into solutions and provide cost effective, "ready to use" AXE nodes and network solutions for fixed operators. Systems Management is a unit within Business Solutions.

SYSTEM FILE MANAGER

● The Systems Management unit is looking for an engineer (local employment or long-term contract) to be responsible for the System File used in our AM based systems.

The System File ties together the System Modules which contain SW written in High Level Plex (HLPLEX).

The System File contains specifications of global procedures and type declarations which are common in the whole system.

You will have a key role in our Integration projects (e.g. Orion and future projects) which will give you excellent opportunities to gain competence and extend your contact network.

You will work in a stimulating environment together with persons with a high level of AXE competence.

A period of learning the job together with our most competent people will be offered.

Competence within Application File Management, HLPLEX or Plex design is a merit.

Contact: Helena Fredrikson TN/ETX/PN/XNS
Phone: +46 8 7195218 ETXT.ETXHEFL or Paul Rogers TN/ETX/PN/XNS
Phone: +46 8 6813056 ETXT.ETXPLRS

Ericsson Research Canada, Montreal, Canada
Technical Assistance Center, TAC-1**CUSTOMER REPRESENTATIVE ENGINEER**

Ericsson Research Canada (LMC) has the worldwide mandate for software development for the global wireless standard, D-AMPS / AMPS. We are developing next-generation software for future wireless networks, handling datacom and Internet services.

We are also developing new network and system architectures based on leading edge open systems technology. In addition to serving as a major R&D site, Ericsson in Montreal also houses the Technical Assistance Centre (TAC) for the CMS 8800 system.

The Technical Assistance Centre provides 24-hour service for all national and regional cellular networks in Canada, USA and parts of the Caribbean.

● As the primary technical liaison for a North American Customer you will be using your proven customer skills and technical aptitude to provide a single point of contact for all technical issues. Through your outgoing personality and continuous contact with the customer, you will develop close ties with all levels of the customer's management and technical staff as well as gain valuable experience of the cellular business. Furthermore, you will be part of a highly trained Outage Team responsible for the immediate recovery of cellular systems.

Ideally you are an experienced Engineer, who has acquired a good understanding of the D-AMPS/AMPS or GSM standard and the CMS88, or CMS40 product line. You have gained experience in the AXE-10, OSS and/or AP systems coupled with some experience dealing with corporate customers, and an overall knowledge of the Ericsson business.

Come see why Ericsson Canada is the place to be, and gain valuable exposure to the North American business world.

Application: lmc.lmcmla@memo.ericsson.se

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 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, RADIUS, 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.mesmtpe.ericsson.se
Application: Ericsson Communications Pvt. Ltd. P.O.Box 10912, New Delhi - 110 066, India

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.

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/ACA'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

On November 26 the Folk Opera Company in Stockholm received a prize of SEK 25,000 for its cooperation with two sponsors, Ericsson and Stockholm Energi, in its production of the opera "Marie Antoinette."



The Folk Opera was awarded a prize following its production of Marie Antoinette for cooperation with the sponsors, Ericsson and Stockholm Energi. The prize was presented by Princess Christina of Sweden. Photo: Jacob Forsell

Award for sponsorship

The prize, which was awarded by the Swedish Culture and Industry Society, was presented by Sweden's Princess Christina, chairman of the award jury and honorary chairman of the Society.

With its motto, which is "to inspire and develop Swedish industry's sponsorship of the country's culture," the Culture and Industry Society has honored sponsors of Swedish culture for six years. But this is the first time that it has awarded a prize to the second party in a sponsorship project. The objective is to direct attention to cases where a cultural institution has made a model contribution in a sponsorship joint venture.

Decisive importance

The jury's citation praised, among other things, the well-thought-out sponsorship policy and the decisive importance of the cooperation with Ericsson in the international launching of the opera. While Stockholm Energi sponsored the production in Sweden, Ericsson financed the Folk Opera Company's tour of three cities in Europe during the spring and summer. This made it possible for the opera company to tour outside Sweden for the first time.

The initiative for the tour was taken two years ago by Lars A Stålberg, Ericsson's Se-

nior Vice President in charge of Corporate Relations, as a way of developing cooperation with the Folk Opera.

Magnus Aspegren, managing director of the opera company, liked the idea, which was then developed by the two parties over a period of a year.

Important selection

Among other considerations, it was important to select the proper music festivals in Europe. The Folk Opera and Ericsson began to make preparations for the tour early in the autumn of 1997. Ericsson sponsored the entire tour in the amount of SEK 2.5 million. It also paid for expenses in connection with the tour, such as the production of programs and leasing of tour trucks.

"It was very much due to the involvement of the Ericsson local companies that the tour went so well," says Annelie Hellström, the project manager from LM Ericsson.

The tour bus went to Brighton, Lisbon and Copenhagen. The reviews that fol-

lowed in the wake of the performances were overwhelmingly favorable and by the time the bus returned to Stockholm slightly more than 3,000 persons had seen (and heard) the opera. It had unquestionably been a successful project. Sponsorship involves cooperation that benefits both parties and extends beyond simply a monetary contribution.

"Ericsson has supported the Folk Opera Company financially for ten years but this

was the first time that we have sponsored opera in an international environment," says Lynne Howell Wiklander, manager of sponsorship programs at LM Ericsson.

"We are now discussing a possible

additional joint venture with the Folk Opera Company."

"We are very proud that the Folk Opera's sponsorship cooperation was recognized through the award of this prize. They deserved it," she concludes.

Lotta Muth

lotta.muth@lme.ericsson.se

“We are now discussing a possible additional joint venture with the Folk Opera Company”

UPCOMING

Jan. 1: Ericsson's new organization will be in place.

Jan. 28: Ericsson will issue its year-end report for 1998. Executive management will provide information about when and how the cut-backs within the company will be implemented.

UPDATES

Dec. 1: A Finnish project was awarded "Best Improvement within Ericsson 1998." The recipients of the prize were Patrik Östman, Rune Granö, Ulf Vikström and Kenneth Österberg at Ericsson in Finland. They developed a method of distributing customer documentation via the Web.

Dec. 7: The Gävle plant in Sweden closed temporarily due to a major blizzard which swept parts of the country. The highway between Stockholm and Gävle was impassable in several places and trains to and from the north of Sweden were at a standstill for several days.

Dec. 10: Ericsson issued a lower-profit warning and announced that 10,000 jobs were at risk worldwide due to cut-backs within the company and reduced growth expectations.

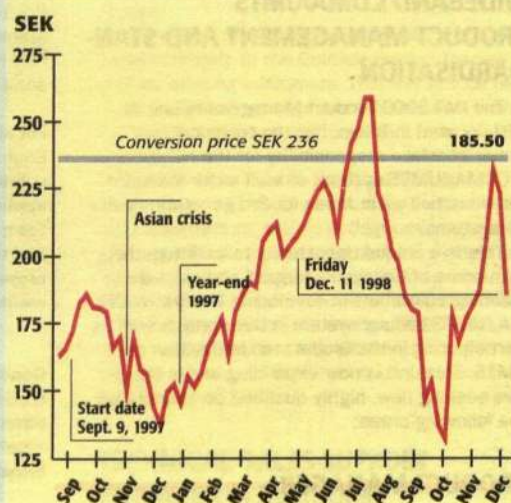
NEW ASSIGNMENTS

Magnus Karnsund has been appointed manager of the Wireless Office business unit within the Enterprise Solutions business segment.

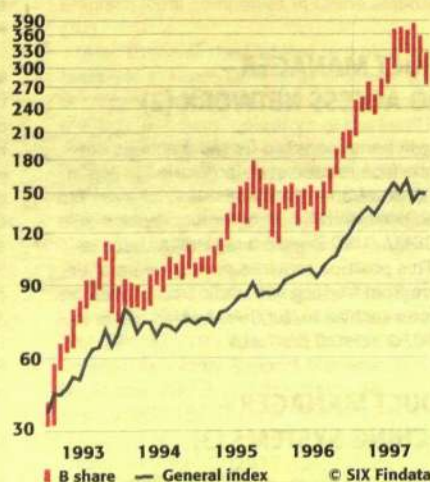
Martin Kirke has been appointed vice president of resource management of the Europe, Middle East and Africa market area (EMEA). His previous positions include vice president for HR solutions, including the customer training business in ETL, and HR and quality director of the Transport Networks business unit.

Jan Edhäll, who is currently vice president and general manager of the European Standards business unit within Mobile Phones and Terminals, will resign on February 1 to join Allgon AB as President and CEO.

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>



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