



Now you never have to go anywhere without an Ericsson phone. The new R 290 Satellite – Ericsson's first global satellite phone – has now been presented. Professional users who travel or work in isolated parts of the world are expected to be one of the first customer groups. The phone weighs no more than 350 grams and is compatible with Globalstar's satellite system, which will be launched later this year.

Ericsson global satellite phone late this year

Ericsson presented its new R 290 Satellite during the CommunicAsia fair in Singapore. It is a dual-mode phone that functions by using Globalstar's satellite system when it is out of range of the GSM network.

10-11

Ericsson Italy creates a strong brand name

Italy is best in the Ericsson world at establishing and nurturing the brand name.

Success is largely based on marketing efforts which emphasize people and product benefits rather than

technology. This is the conclusion of an international image survey sponsored by Ericsson. Ericsson Italy's achievements include being first to launch mobile phones using TV commercials.

12-13



This furniture is a good example showing successful Italian marketing.

NEWS

Strong focus on IP skills

Ericsson's most comprehensive training program ever will start in the autumn. The majority of employees will participate in a web-based course to learn more about datacom, IP and the new marketing logic that is now emerging.

New customers and competitors demand an entirely new way of working.

3

Bright new dual-band phone



The T10 is Ericsson's new phone model. It is a brightly colored dual-band phone for the GSM 900 and 1800 bands. The T10 is available in five colors and weighs 146 grams.

3

Messaging soon based on IP

New messaging based on IP technology are creating a completely new applications, such as e-mail and advanced info services.

A new product unit called Ericsson messaging has been created to lead the development. IP-based products are expected later this year.

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TTC-global will affect all

Right now the TTC-global is being rolled out. It is the name of Ericsson's program designed to reduce lead times to customers. The entire production and delivery system will be undergoing fundamental changes.

A number of European countries will take part in the first wave of the roll out.

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Wireless Internet is the key for the The New Telecoms World.

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It's boom-time for cable television companies.

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The publication for Ericsson employees all over the world

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Wireless Internet is the key

"Ericsson is striving for a leading position in the creation of the new telecom world. As world leader in mobile telephony, we are the best equipped to be the front runner in the current race to build mobile systems of the future based on third-generation mobile telephony."

That is a brief summary of the strategy presented by Ericsson CEO Sven-Christer Nilsson at an international press seminar held in Stockholm at the beginning of June.

We have five exciting years ahead of us in the telecommunications industry. During these years, third-generation mobile telephony will be expanded, while wireline telephony continues developing rapidly toward new solutions – based on IP (Internet Protocol), but with the high degree of reliability and security of the traditional circuit-switching telecom network. Ericsson is participating in the race now under way to be the leading supplier of telecom solutions in the future. Aside from traditional competitors such as Alcatel, Siemens, Nortel, Nokia and Lucent, our competitors include the data communications companies, led by Cisco.

It is important that Ericsson clarify the company's position in this race, and what strategy it will adopt to take the lead over the competition. Accordingly, in early June the company held an international press seminar where Sven-Christer Nilsson and Torbjörn Nilsson presented the company's new strategy.

Natural needs

"The basis for the revolution we are now facing is the phenomenon of '3G' – third-generation wireless services. Wireless Internet access and cellphones with e-mail are examples of new services that will change our lives completely," Sven-Christer Nilsson explained. "With 3G, people will finally take full control over communications. This is enormously significant for the social animal that man is: communicating is part of our nature, just as much as satisfying our curiosity



Wireless Internet is already here, and, in the near future, several applications can have an enormous impact.

and striving for freedom. We will be helped by 3G to satisfy these needs more than ever before."

Extended expertise

"Ericsson is very active in developing 3G and IP-based telephony. You are no doubt familiar with the strategy – we call it the pearl necklace strategy – which we have applied. We have avoided major acquisitions, preferring to strengthen our product portfolio by acquiring smaller cutting-edge enterprises. The ACC, Torrent and TouchWave acquisitions are examples of this strategy in action.

"We have now partly entered a new phase, in which we are focusing on increasing our expertise in developing services for future telecom systems. Our part-ownership of Oz.com and, most recently, our acquisition of the Danish Telebit company are important steps in this process. Oz.com develops extremely advanced Internet portals and Telebit is among the world leaders in the next stage of IP development – IP version 6."

Open standards

Sven-Christer Nilsson returned several times to the importance of focusing on developing 3G services.

"Ericsson has supported the development of open standards – a course we are continuing. For 3G,

too, we shall do everything we can to support developers of new applications.

"I am convinced 3G will be a success. And that's good news for Ericsson, which is of course already a world-leader in mobile telephony. We estimate that up to 75 percent of future investment in our industry will concern wireless access and terminals. That is why we continue to focus on these areas."

Telcos in the lead

"In the battle for this future market, two groups can be discerned," Sven-Christer Nilsson explained, "one rooted in telecom and the other in data communications. For telecom suppliers like ourselves, the big challenge is to create new solutions for IP-based real-time communications, solutions that maintain what we call 'carrier-class' standards, that is, that are as reliable as today's telecom systems.

"Such solutions are required to ensure that IP voice communications maintain acceptable quality – that is, considerably higher quality than is currently the case.

"Our competitors in data communications have a much more difficult task. They are good at IP, but not at real-time and carrier-class communications. In the new telecom world, the low reliability of their current IP solutions isn't good enough."

In speculating about the future, one factor is easily overlooked: the traditional telephone network, often referred to as man's largest machine, represents an enormous investment. Telecom operators are not ready to abandon their revenues from ordinary voice telephony and will therefore continue to operate circuit-switching networks for many years. For many players, the way into the IP world is a migration issue – a gradual transition from the old to the new.

"Here, Ericsson can offer solutions. Our major contract with BT, and the subsequent contract with Telia in Denmark, show that we can already offer migration solutions. The market for such migration solutions will be huge, I can assure you."

Broadest product portfolio

"To lead the new telecom world, we must be able to offer comprehensive solutions for the next generation of telephone networks. It is impossible to survive as a niche player in this market. I assure you that Ericsson is capable of playing a leading role. Today, our product portfolio is the broadest in the industry. And concerning the most important aspect of the next generation of networks – wireless networks – our position is stronger than ever."

Reported by: Lars-Göran Hedin
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Ericsson flexes its muscles at GSM meet

Ericsson's data communications and IP solutions helps wireless operators enter the Internet market today – a fact that surprised customers at Ericsson's GSM Data Conference in Stockholm.

The conference attracted 340 invited customers, as well as customer-account managers from Ericsson's market units. Apart from the conference part, there were several workshops offering more detailed information on such solutions as GSM on the Net and GPRS packet-switching technology.

An adjacent exhibition area displayed Ericsson's full range in wireless data communications.

"We have network products, terminals, applications and several service and support products. And in fact, it is our comprehensive

range that determines whether we win or lose contracts," explained conference project manager Fadi Pharaon, who is in charge of marketing and sales of wireless data communications at Ericsson Radio Systems.

"Here, we are demonstrating concretely that we are already strong in mobile data communications and IP. The plan is to hold another similar event next year, focusing on business opportunities."

The speakers included Ericsson CEO Sven-Christer Nilsson, Corporate-Marketing Senior Vice Pres-



Ericsson's entire product portfolio in the area was on display at the conference in Stockholm on wireless data communications.

ident Torbjörn Nilsson and Symbian President Colly Myers.

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Bright new phone

Ericsson recently launched another new mobile telephone, the T10 model, which is a brightly colored, dual-band phone for GSM 900 and 1800 bands.

The new model is aimed at fashion-conscious consumers.

Clothes and other accessories, including mobile telephones, often speak volumes about the lifestyles of individual consumers.



The T10 mobile phone will be available in larger volumes later on in the year.

The T10 model is available in five different colors with seven different ring signals, including two options for melodies. The choice of a vibrating signal is also available for customers who want to be more discrete.

The telephone has a three-line display field and longer battery times. It weighs 146 grams and can be used with all Ericsson 700-series accessories.

A variation called T10 sc has been developed specifically for the

Asian market. The special model is programmed to process Chinese characters and store Chinese names in its telephone book.

Patrik Lindén
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Virus spread stopped quickly

Ericsson has quickly stopped another new virus. This time, the virus was treated more quickly than its predecessor, Melissa, but it's still too early to draw any definitive conclusions about the latest attack, says Stig-Göran Flemström, problem manager at Ericsson IT Services.

Initial indications of the virus were detected on Thursday, June 10, by transmissions of conventional tell-tale signs such as warnings to re-

frain from opening e-mail attachments.

Stig-Göran Flemström says initial information about the virus was extremely limited. Nobody knew exactly where the new virus might lead. The worst case scenario indicated signs of the same type of cascade virus as Melissa, or worse.

Documents could be erased

It was clear, however, that documents produced by software included in Microsoft's Office packet could be erased by the virus, per-

haps not only on local hard disks but also in other units linked to users via the network.

Ericsson IT Services started working to eliminate the virus over the weekend, when the gravity of potential problems was recognized. A decision was made early Monday morning to shut down all terminals, and a fax message was sent to all IT managers.

"We wanted to stop the virus from spreading and gain time to install updated AntiVirus software in work stations throughout the com-

pany," explains Stig-Göran Flemström.

Business-critical system

The most business-critical systems were up and running again by Monday night, when the risk of continued spread of the virus had been virtually eliminated.

A series of analyses will now be conducted, and IT Services will present a report containing comments and analytical findings.

Petter Schaffer

Strong focus on IP-skills

The world and market conditions are changing rapidly. A training program will be initiated throughout all of Ericsson this autumn to increase employee skills levels in datacom and IP.

It will be the most comprehensive training program ever started by Ericsson.

The growing need for datacom and IP is creating completely new marketing logic, a world with new customers, new fleet-of-foot competitors and, most importantly, a completely new mode of operations among Ericsson's large and established customers. New market parameters are also affecting Ericsson's work methods, influencing how and to whom new products and services should be sold.

Requires a new outlook

"Members of the corporate executive time are in unanimous agreement that a new marketing logic is emerging with datacom and IP products, and the Internet, which will require new work methods and a new outlook on business within Ericsson," says Britt Reigo, Senior Vice President, Corporate Human

Resources. "It is essential that all Ericsson employees understand and accept the fact that implications of new business conditions are critical to the company's future success. In view of this situation, we are now concentrating on comprehensive training to accelerate the process of change throughout the company."

Beginning in October, most Ericsson employees will attend a web-based training course to gain so-called datacom/IP certification. Different levels of technological skills will be offered, depending on each employee's background and job assignment.

"Our objective is to provide training courses for 80 percent of all employees by the end of the first quarter of the year 2000," says Nils-Gunnar Håkansson, project manager of the training program.

A number of Ericsson companies will be chosen to evaluate pilot training courses in September. The

worldwide web-based training program will include fundamental facts about data communications and the Internet, as well as information on new technologies, applications and market players.

Courses will be offered

Special courses on new marketing logic will also be offered to Ericsson customer account managers, about 5,000 sales persons and a large number of development engineers.

"Many Ericsson employees are already familiar with – and understand – the new market logic, but it's important for everybody to be provided with the same basic knowledge," explains Nils-Gunnar Håkansson. "Our objective is to stimulate as many employees as possible to assume responsibility for their personal skills development. I am convinced that all Ericsson employees will meet this challenge and try to gain a better under-

standing of what today's changing market conditions will mean to Ericsson and for their own job responsibilities."

A number of programs designed to increase skills related to datacom and IP have already been started in various parts of the company. The GSM Systems business unit, for example, has established a knowledge ladder for about 4,000 employees in Sweden. Depending on job assignments, employees are free to choose from more than 20 seminars and CD-ROM training courses.

"In consultation with their immediate supervisors, all employees are encouraged to identify their place on the knowledge ladder, defined as individual progress in terms of know-how and a means of targeting areas for supplementary training," says Bengt Källback of Ericsson Research, which developed the program.

The new company-wide datacom and IP training program will be introduced exclusively as web-based instructional courses. Users will be able to select from a variety of virtual rooms to gauge their knowledge of the subjects.

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Britt Reigo



Nils-Gunnar Håkansson

IN BRIEF

Investment in Telebit

Ericsson has acquired a 75-percent ownership interest in Telebit Communications A/S, a Danish Internet company. Telebit specializes in wireless Internet technologies. Ericsson's recent investment in the Danish company amounted to about USD 30 million.

Minority holding in Saraide.com

Ericsson has acquired a minority ownership interest in Saraide.com, a California-based company that develops Internet services for all types of mobile systems. The investment amounted to approximately 5.5 million dollars.

Internet Advertiser sold to Y-Pay

Y-Pay, an American Internet Service Provider (ISP), has acquired Ericsson's Internet Advertiser. The service will enable Y-Pay to offer customers Internet access and derive revenues from advertising. The agreement is valued at 35 million dollars over a five-year period.

Ericsson joins CDMA group

Ericsson has joined the CDMA Development Group (CDG). Its membership in CDG confirms Ericsson's support of CDMA development and global spread of cdmaOne technology.

Major investment in Oz.com

Ericsson has acquired a minority ownership interest in Oz.com of Iceland. The investment amounts to more than SEK 100 million and intensifies cooperation between Ericsson and Oz.com.

The acquisition of shares in Oz.com will provide both companies with better insight into each other's operations. Ericsson will also gain a seat on Oz.com's board of directors. Oz.com works with new Internet solutions designed to increase the value of the Internet for users. The activities will supplement Ericsson's leading position in IP-Telephony and wireless Internet services.

"The investment will enable Ericsson to focus on new concepts and business opportunities, which we have recognized while working in cooperation with Oz.com during the spring," says Harry Håkansson, President of LINK, the virtual company in which Ericsson and Oz.com cooperate.

Cooperation between the two companies has resulted in iPulse, an Internet communications portal scheduled for market launch after the summer.

Contact goes on vacation

Contact is going on summer vacation. The first edition after the summer break will be published on August 12. During the vacation period, some information will be available at Contact's home page, which is accessible on the intranet under "Inside Ericsson." Information can also be accessed externally at Ericsson's web site under "Publications."

The editorial staff wishes all our readers a very pleasant summer.

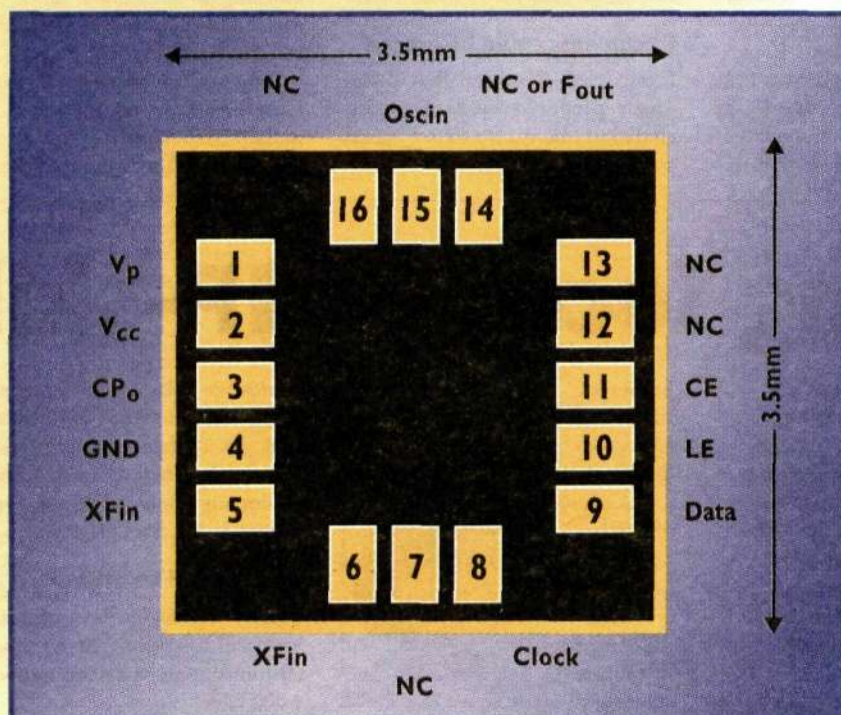
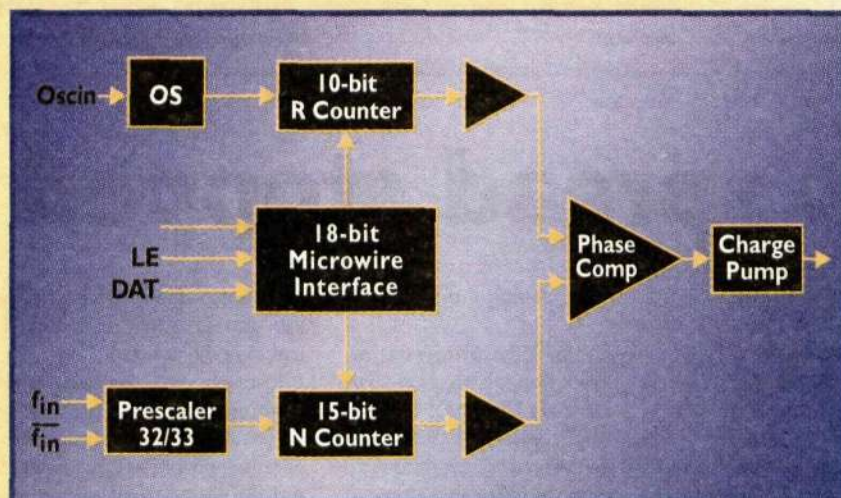
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New name in Silicon Valley



The attractive Ericsson-blue WebSwitch 2000 comes in several sizes for various capacity needs and can handle up to 100 users. Photo: Lars Åström

Ericsson WebCom Inc. is the new name for the Silicon Valley-based company Touch-Wave which was recently acquired by Ericsson.

The company, which is part of the Enterprise Systems business unit, developed the now widely acclaimed WebSwitch 2000 switch.

WebSwitch 2000 is a business switch (PBX) for smaller market segments, up to approximately 100

subscribers. It can handle both ordinary and IP-based telephony.

A test version of the new system will be presented at Communic-Asia 99 in Singapore June 22-25.

WebSwitch 2000 will have its market debut in the U.S. during the fourth quarter of this year, and will be introduced into other key markets during the first quarter of 2000.

Thord Andersson

HELLO THERE



Bert Nordberg

Manager of the new Ericsson Services business unit that was formed on June 15 within the Network Operators and Service Providers business segment.

► Why was a new business unit formed and what will you be working with?

"Service is becoming increasingly important to Ericsson now that the focus is shifting away from products to solutions. At the same time, telecom and data technologies are moving closer together, providing great opportunities for making the service sector an interesting and profitable area. Our major competitors are already operating in this manner. At IBM, for example, services are their most important business area.

"The fact that we are now combining all the services offered within the business segment into a separate business unit is not revolutionary, but rather evolutionary. Last year saw the start of closer cooperation within the service areas of the GSM Systems, TDMA Systems and Wireline Systems business units, and it is that cooperation which will now be developed further. Our operation is divided up into five product units. Telecom Management will become a separate product unit."

► How many people are employed at Ericsson Services?

"Altogether we number approximately 14,000 people. Eventually we will have four regional offices located in Stockholm, Beijing, Boca Raton, Florida in the U.S. and in Kuala Lumpur. In Sweden, where there won't be any physical reorganization for the time being, there are over 900 employees. Before summer vacation, everyone will find out where they fit into the new business unit. For the vast majority of employees, the new organization will involve no changes when it comes to work assignments."

► Most recently you worked at GSM Systems, how long were you there?

"I came to Ericsson Business Communications in 1995 and I became the head of Customer Services at GSM Systems in the middle of last year. Before coming to Ericsson, I worked for ten years within the IT industry as a service manager."

► Will you be taking any vacation this summer?

"Although I'm very enthusiastic about my new job, I'll be taking a week now over the midsummer holiday. Later on I'll be spending time with my family at our summer cottage in southern Sweden, but I'll be within GSM coverage range the whole time."

Gunilla Tamm

TDMA forces gathered

Almost 1,000 employees from the TDMA Systems business unit in Sweden participated in an information meeting that was held on June 2 in Stockholm. Using the theme "Voice and beyond", the business unit's strategic goals were highlighted.

"It's important that we're all operating under the same principles and understand our strategic goals," said Björn Olsson, head of TDMA Systems, who opened the information gathering.

Developments within the telecom industry have shifted from fixed telephony to mobile telephony and now to wireless Internet. The theme "Voice and beyond" is designed to show that the future of mobile telephony does not simply consist of telecommunications.

"Both TDMA and GSM Systems can expect an accelerated rate of growth for another three to five years, but after that, system traffic will be just as great for wireless mobile data, the Internet and multimedia," explained Björn Olsson.

Delivery strategy

The meeting also dealt with strategies for securing deliveries during the high rate of growth currently being experienced.

"We need to move away from leaving things to chance," said Björn Olsson, explaining with standardized sales items, so-called 'high-level sales objects', will become increasingly important as volume products. Base stations are one such example. The U.S. and Brazil are countries where that is now starting to be implemented."

IT debater Christer Sturmark

was a featured speaker at the TDMA meeting. He explained the progression from an industrial society to today's communication and information society.

"We've created tools, such as the mobile telephone and the Internet, and now it is those tools which are shaping our work routines. It's important for Ericsson as a company to move away from a focus on engineering towards focusing on communications instead," he said.

Cai Strand and Håkan Cavenius, both of TDMA Systems, were in charge of another part of the program. Listeners were able to participate in a journey through 'Wireless Internet Space' featuring introductory music from "Star Wars." Cai and Håkan presented several of the major companies in the telecom industry, explaining how corporate buyouts and agreements helped them profile themselves within the New Telecoms World. These included, among others, Lucent, Cisco, Microsoft and, of course, Ericsson. Three English words that are of importance in that new world are "flexible," "friends" and "fast".

More than infrastructure

Björn Olsson also discussed third generation wireless systems and Edge, where it is important for Ericsson to help customers further develop their businesses. The telecom networks of the future will be more about generating traffic rather than delivering infrastructure.

"The world needs to know that we have solutions and products for the future and that it's our goal to remain a leading supplier in the future as well," he explained.

Gunilla Tamm

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"It's important that we all understand our strategic goals," said Björn Olsson, head of TDMA Systems, when employees in Sweden gathered for an information meeting.

Photo: Kurt Johansson



Elsy Rodriguez, Cecilia Berg, Johan Martinell-Aronsson and Ana Beatriz Carvalho enjoyed some icecream during a break in the TDMA meeting.

Photo: Kurt Johansson

Plan ahead for the Telecom-99

It's time for Ericsson's customer account managers to decide who to invite to Telecom-99.

On July 15 invitations and cover letters will be ready to be sent out. An advance invitation is already out on the intranet.

"To begin with, every customer account manager (GAM, KAM and NAM) will receive ten invitations and ten admission tickets," explains Liselotte Claydon, who is in charge

of Ericsson's internal communications for the exhibition. Those who need more tickets can order them from the printer's, she added.

It's now also clear what will be shown at the Telecom-99 trade show. But the organizers want it to be a surprise when the show opens on October 10.

The recruitment of display personnel is in full swing. The plan is to emphasize Ericsson's global presence in the market by involving as many employees from

as many parts of the world as possible.

Already, there is a great deal of interest in Telecom-99. All of the hotels in Geneva are completely booked between October 10 and 17, but Ericsson made plans early and reserved a large number of rooms.

It's important that those who are planning to visit the trade show book their rooms through the Internet now.

It will also be possible for people to fly down and back in the same

day to see Telecom-99. Several quick charter flights from Sweden to Geneva have been planned during the week of the fair. Longer trips should be booked through the travel company as usual. For booking and more information about trips and anything else regarding Telecom-99, check out the net.

Carin Gessler

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New Balkan initiative

Lanaco is a reputable distributor of data and telecom equipment in the Republica Srpska which, with its 1.6 million inhabitants, forms a part of Bosnia. At a meeting in Stockholm on June 9, the company was granted the rank and status of distributor of Ericsson's telecom equipment in the Republica Srpska.

"I'm very happy about becoming one of Ericsson's official distributors," says Nebojsa Ninic, head of Lanaco. "I've been in close contact with Ericsson for a long time and have come to appreciate the company's telecom solutions."

Signed three contracts

During his Stockholm visit, Nebojsa Ninic signed three distribution contracts, one for each of the business segments. The first, with Enterprise Solutions, applies to the

MD110, Businessphone and cordless DECT solutions. The second agreement, with Consumer Products, includes GSM phones, while the third agreement, with Network Operators and Service Providers, includes equipment for PGS (Per Gain System) and HDSL (High-speed Digital Subscriber Line).

With PGS it's possible for four subscribers to share a single telephone line. HDSL increases bandwidth for conventional copper wire networks up to two megabits per second in both directions.

Important systems

In a country which only has 15 percent telephone coverage, these systems will be very important in order to quickly increase capacity in the existing telephone network. Additionally, there will also be an investment in GSM for mobile telephony.

The country currently has two GSM consortiums. Nebojsa Ninic



A handshake between Nebojsa Ninic, left, and Lars Svensson, head of Enterprise Solutions, symbolizes all of the contracts that were entered into. Ericsson's manager in Banja Luka, Torbjörn Engström, applauds enthusiastically.
Photo: Peter Gunnars

is the head of one of them, which goes by the name Mobtel Srpska – GSM Operator. Negotiations are already underway to determine who will build up the network.

"Our goal is to begin operation of our own GSM network before

the end of the year," says Nebojsa Ninic.

By doing so, the last white speck on Europe's GSM map will disappear.

Thord Andersson

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Time saver program

TTC Global is the name of Ericsson's program designed to reduce delivery times to customers. It is a program which will affect most employees. The entire production and delivery system will be undergoing fundamental changes in order to increase speed and delivery accuracy.

TTC Global is now being rolled out throughout the company. During the first wave, it will be introduced to market units in Germany, the U.K., Spain, Italy, Turkey, France and the Nordic region, and will affect the following business units: GSM Systems, TDMA Systems, Enterprise Solutions, Wireline Systems and Microwave Systems. Most progress has been made in Germany where many of the program's concepts have already been implemented. Contact will have more coverage from there in coming issues.

Simplified routines

The motivation behind TTC Global was the demand from customers for faster, more precise deliveries and simplified ordering routines. Ericsson's response to these demands is to completely alter the flow from the construction phase, where completed production packages are made, to the testing and assembly which occurs in the factory, to installation which is conducted according to so-called Total Site Solutions.

This means that all equipment is delivered ready-to-go in the same delivery and is quickly assembled. All local steps have been eliminated.



Information about TTC Global is now being spread throughout the company. "It's important to get the message out that change can lead towards good things for Ericsson and its employees," emphasizes Cim Bartlett from Ericsson's Guildford office in the U.K.
Photo: Per Myrehed

Ordering has been simplified by having customers order – directly from the factory – the size of system that they want to have, that is, a mobile system for x number of subscribers which can do this and that. In the past, customers were responsible for checking off hundreds of lines of orders down to the most detailed level.

Generalized measurements

A core issue in the project is to develop generalized measurement methods that show where in the process any potential stumbling blocks exist, along with why and how the work will progress. This is just another part of the campaign to "Think Big – Start Small," which involves looking at the big picture, but tackling it on a small scale using

proven methods in order to get a quick start.

This new work method will, of course, leave its mark on operations. Many middlemen and some jobs will, of course, disappear.

"That is an unavoidable development," says Christer Jungsand, who oversees the TTC Global program. "The market is moving in that direction and, so far, we are in a good position and have a chance to take the initiative and position ourselves. But this will require implementing these changes carefully, with respect for those who are affected, something which will require a comprehensive information and communication initiative.

A process for change needs to be implemented together with all of those affected, in order to make

them feel that they are involved in the process. This has not always been handled so well in the past. Often there has been a great deal of talk about how "we have to change," but perhaps not always so much about in which way or, even more rarely, away from what. Even if the changes are great, they should be seen as a natural development and not something which negates the way in which things have been done in the past.

That sort of indiscriminate attitude only generates resistance and stifles motivation, according to studies.

Lars Cederquist

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Millennium Information

A huge number of projects are ongoing within Ericsson concerning the millennium issue, and it is sometimes difficult to understand how they all link together.

The Millennium Program office (MPO) is initiating some of these projects, but there are also many local programs and cross-functional programs that run in parallel.

We in the MPO would like to give you some tips about where to find the information you need.

The best source for information is the web. MPO (Millennium Program Office) has a web site on <http://millennium.ericsson.se/>. You reach it directly from Inside Ericsson. On this site you will find information about the different programs and how things are organized. You will also find data concerning compliance for our own products and business support systems.

There is a database for vendors and third party products, information about seminars, and so on. From the MPO web page, there are links to other millennium pages in local companies, product units and business units, for example.

There are also contact lists containing names and addresses to Millennium Controllers and other persons responsible for different areas of the millennium program within all parts of Ericsson.

Controller keeps an eye

Almost all local companies, business units, product units and production units have appointed a Millennium Controller.

This person co-ordinates all local millennium activities and is the source for help and information concerning all millennium related issues. The Millennium Controller should be your first contact if you have questions or suggestions regarding the millennium.

A newsletter "Millennium Success" will be issued on the web and sent out in printed copies in a limited edition. This newsletter describes good practices found within Ericsson and is intended as a source of inspiration. A CD/video will also be produced with interviews and more in-depth information about some success stories.

Brochures produced

Two corporate brochures have been produced. One describing the Millennium Program overall and one focusing on Product Contingency – what we plan to do to help our customers over the shift. The brochures can be ordered through <http://xbs.ericsson.se>. A third brochure describing how we secure the total supply flow will be ready later this summer. These brochures are intended for external as well as internal use.

Some videos have been produced within Ericsson to describe the millennium issue, possible scenarios and our preventive actions. These can also be found on the MPO web site and be downloaded from there. The videos can be used externally and internally.

Help desk answer questions

There is an internal Help Desk, The Millennium Support Center, that you can reach over the MPO web or through phone +46 8 726 20 00 or fax +46 8 721 71 63.

Please do not hesitate to contact us at MPO if you need help or have questions. We are here to support you!

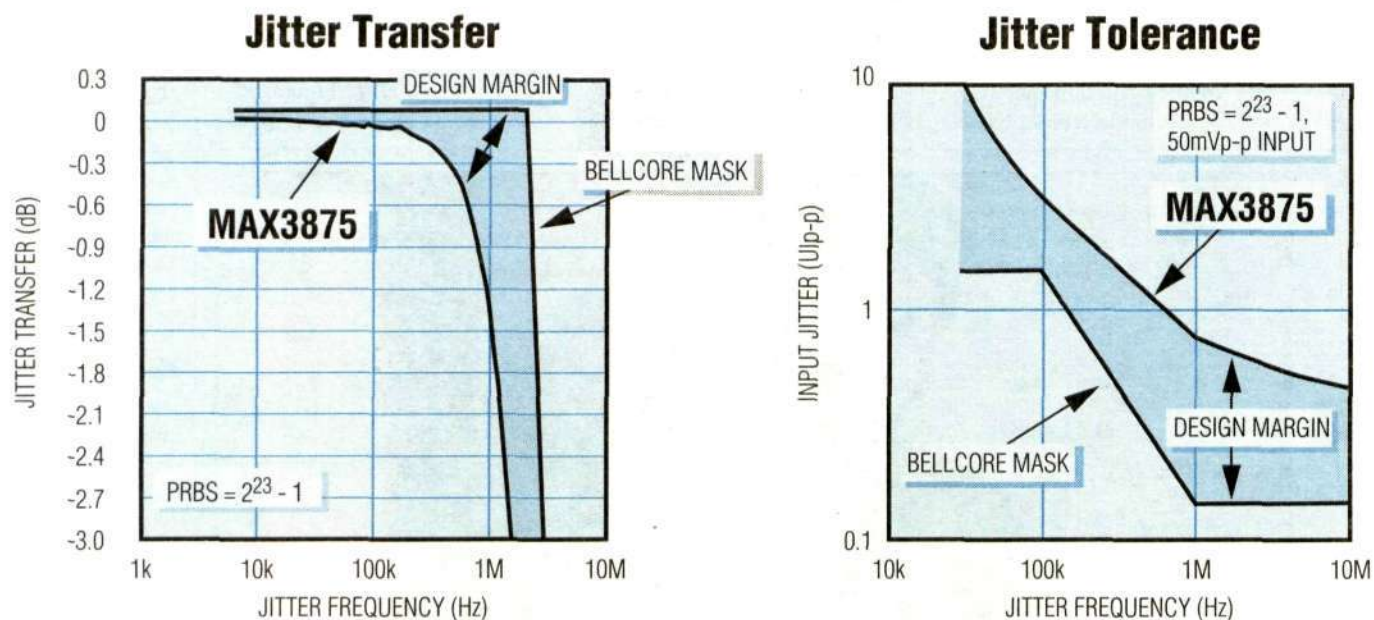
Annika Söderholm, Communications
Millennium Program Office

3V 2.5Gbps CLOCK & DATA RECOVERY IC EXCEEDS ALL JITTER SPECS USING ONLY 120mA!

Internal PLL Uses Only One Tiny 1.0µF External Capacitor

Maxim's new MAX3875 is the first 3V, 2.5Gbps clock and data recovery IC that simultaneously meets ITU and Bellcore jitter transfer, jitter tolerance, and jitter generation specifications. The MAX3875 fits in a space-saving 5mm x 5mm 32-pin TQFP.

Meets ITU and Bellcore Specs Even at 3V!



Complete 3V 2.5Gbps Rx & Tx Chipset Specifications

PART	FUNCTION	V _{CC} RANGE (V)	POWER (mW)	EV KIT AVAILABLE	PACKAGE
MAX3866	Transimpedance Amplifier & Limiting Amplifier	3.0 to 5.5	132	Yes	Die
MAX3875	Clock & Data Recovery IC with Limiting Amplifier	3.0 to 5.5	396	Yes	32-pin 5x5 TQFP
MAX3885	1:16 Deserializer	3.0 to 3.6	660	Yes	64-pin TQFP
MAX3867	Laser Driver	3.0 to 5.5	204	Yes	48-pin TQFP
MAX3890	16:1 Serializer & Clock Generator	3.0 to 3.6	580	Yes	64-pin TQFP

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Yokosuka Research Park – a creative beehive

The Yokosuka Research Park (YRP) is located approximately 50 kilometers southwest of Tokyo, beautifully situated on the hilly Miura peninsula. Today, around 40 different companies are present there, most of which are focusing on wireless communication. The ambition is clear – to make the location into the world's leading research center in the field.

"Virtually all of the international players are here, with the exception of Alcatel and Nortel," says Erik Svedmark, who is senior manager and responsible for one of the two Ericsson research departments at YRP.

The companies at the park are focusing on the third and also the fourth generations of mobile telephony and the vision that YRP will become the Silicon Valley of wireless communications. It is believed that, in the future, 10,000 engineers will work here and that a university will be established.

Joint solutions

YRP was started in 1997 by Japan's leading mobile telephone operator, NTT DoCoMo and a railway company called Keihin Lines – its motive being that YRP will increase the number of passengers on the line. In addition to Ericsson, other companies at YRP include Lucent, Nokia, Philips, Sharp, Motorola, Sony, Matsushita and Mitsubishi.

"It is a particularly creative environment, where the objective is to find joint solutions for the mobile telephony of the future," says Erik Svedmark. "At the same time, it is of course important that secret information does not leak out to main competitors. In other words, you really have to think before you open your mouth in the communal restaurant."

Ericsson was one of the first companies to move into Yokosuka in the late autumn of 1997 and is currently located in the building next to NTT DoCoMo – one of



Yokosuka Research Park (YRP) is a gathering point for many companies involved in wireless telecom.



Kazuhisa Suzuki joined Ericsson because he wanted to work within the most expansive areas of the telecom industry.



Erik Svedmark is head of one of two Ericsson research departments at Yokosuka Research Park (YRP).

“Ericsson is the strongest mobile systems company,” says Kazuhisa Suzuki, who switched from Siemens to Ericsson.

Ericsson's most important customers in Japan and the company that will be the first operator in the world to launch a WCDMA system (in April 2001, according to plans).

Several test systems

Currently, operations are being concentrated on IMT-2000, the third-generation of mobile telephony. This primarily involves research and development, but also verification and support. Approximately 80 people are employed at the unit at the moment. Erik Svedmark can already report success in several research areas.

"One example is the 'Interference

Cancellation' function, which we can use to reduce interference from other channels, which can occur during mobile calls. This function offers the possibility to enhance coverage and transmit using less power. Consequently, more subscribers can be added to the system without it having to be expanded."

Neighboring NTT DoCoMo is testing an Ericsson WCDMA system, which Ericsson's largest customer in Japan, Japan telecom, is also doing in Shiba, northeast of Tokyo.

"Having the test equipment located in the neighboring building is incredibly useful. We have very

close contact and can provide NTT DoCoMo with prompt support, while also receiving direct feedback from them," says Erik Svedmark.

Eases recruitment

Like all non-Japanese companies, Ericsson has previously had problems recruiting Japanese staff. This problem has declined with the emergence of with more difficult times and increased openness in Japanese society – but also as a result of the establishment of YRP.

"Students and others can see that we are making long-term, goal-oriented investments, something which is appreciated in Japan. Ericsson has now been present in Japan for eight years and this also means that we have become better-known among students and in the labor market in general," says Erik Svedmark.

"This year we already have a list of about 50 students, who may be interesting candidates for employment next year. That's an unbelievable difference compared with only a few years ago, when Japanese students still viewed non-Japanese companies with great suspicion.

Kazuhisa Suzuki started at Ericsson in December 1998. Before that, he worked for Siemens in Japan with ATM switches.

"I applied to Ericsson because I wanted to work in the most expansive sector of the communications industry and I believe that Ericsson is the strongest company within mobile systems," says Kazuhisa Suzuki.

Kazuhisa Suzuki is a member of a group that develops software for maintenance and trouble-shooting for third-generation base stations. His development group consists of many different nationalities and is characterized by good teamwork.

"I learn something new about the mobile telecom world every day and I am constantly developing. I hope that I myself can contribute to Ericsson's development and make the company even more successful," says Kazuhisa Suzuki.

Jan Kind

INDUSTRY NEWS

Microsoft invests in mobile Internet

► The American software giant Microsoft wants to buy the Swedish company Sendit, which develops mobile Internet solutions.

Sendit's programs enable GSM operators to offer such services as e-mail and Internet surfing directly via mobile phones.

Sendit has a cooperation agreement with companies including Ericsson, Motorola and Symbian.

Microsoft has made an offer of SEK 325 per share to Sendit's shareholders, which is 41 percent more than the share's current price. Sendit's board of directors is urging its shareholders to sell.

New call rates in the U.S.

► The payment system for mobile calls in the U.S. is about to be changed substantially.

A new law is proposed which would mean that the party making a call would pay for the call. This may considerably stimulate the use of mobile phones in the U.S.

Mobile users currently pay all calls received by their mobile phones and this has led to many American subscribers using their mobile phones as pagers. When the phone rings, the person who receives the call has quite simply decided to call from another phone.

According to American industry experts, the system of the person making the call also paying for it, has been one of successes of mobile telephony in Europe.

Now they hope that a change in the law will also lead to a mobile telephony boom in the U.S.

Major contract for Nokia

► Nokia has signed a contract with the American company Sprint PCS valued at USD 500 million.

Nokia will deliver two new varieties of mobile phone which can communicate with the Internet using browser technology. Delivery of the phones, which are produced in Texas, has already begun.

COLUMN

Opportunities for cable companies

One of the key objectives of the American Telecommunications Act of 1996 is to create a "free for all" environment that allows long distance and local carriers, local cable companies, to freely compete in each other's territories.

It is going to open opportunities and competition and unleash huge quantities of investment into the telecommunications industry. Cable companies, which already serve more than 62 percent of U.S. households, want to share the huge profits of the phone business. They will tempt the customers with price discount through bundling cable, Internet access and phone services on one single bill. A quick way to

achieve this bundling service is through merger and acquisition.

AT&T, FOR EXAMPLE, bought the second largest U.S. cable company, Tele-Communications Inc. (TCI), for USD 52 billion in June 1998 and recently acquired MediaOne for USD 58 billion to enhance its local loop and broadband services for household capability. AT&T also formed a strategic relationship with Time Warner, the leader in the media and entertainment industry, to offer AT&T branded cable telephony service over Time Warner's cable television systems in 33 states.

Although there are hundreds of cable TV operators in the U.S., the

top 10 largest operators control over 50 percent of the cable subscribers. The largest ones are Time Warner, TCI, MediaOne, Comcast, Cablevision and Cox. It is no wonder that in May this year, Microsoft invested USD 5 billion in AT&T to get Windows CE into the digital set-top box market and bolster the software giant's role in high-speed Internet communications.

However, cable TV traditionally is a one-way communication technology that is not compatible with the two-way phone service. The cable industry also has to overcome a negative reputation for poor quality and customer service. Cable companies need new technology and

equipment to upgrade existing networks so the customers can make phone calls over their cable lines.

INTERNET ACCESS has become a necessity for cable companies' bundling service. According to a recent study done by the Paul Kagan Associates, cable TV operators have spent more than USD 20 billion in infrastructure upgrades over the past three years to add fiber to their plant and activate the return path. They believe that IP networking is the heart of the cable operators' future.

From the cable companies perspective, the foreseeable future market is to offer residential access to Internet and related services at 2

Mbps. They have already started to offer an ATM bearer service for business users. The list of killer applications includes voice/information on demand, home banking, home shopping, video conferencing, interactive games, distance education, telemedicine, and videotelephony. Therefore, people in the U.S. will soon have phone companies providing cable TV service and cable companies providing the telephony service. We are, indeed, living in an interesting world of convergence.

Bobby Chang works as an analyst at Ericsson Business Intelligence.

http://bic.ericsson.se



Bobby Chang

By signing a contract with Italian satellite operator Telespazio SpA, Ericsson has taken the lead in earth stations that are the gateways in satellite systems. These modified mobile switching centers provide the links between satellites and mobile networks.

Ericsson in the lead in earth stations

A satellite system for mobile communications should be seen as complementing existing cellular systems using GSM, TDMA, UMTS and other technologies. Users will have dual-mode phones that normally communicate with the cellular network but switch over to satellite when necessary. This provides total coverage using global or regional satellite networks, depending how high the satellites are flying.

If the satellites are at 36,000 kilometers, they are in a geostationary orbit in which they rotate at the same speed as the earth, which means they are stationary over one point on the ground. Such a satellite can provide coverage for a large area.

If the satellites are at a lower altitude – 1,000 to 10,000 kilometers – they travel faster than the earth's rotation, meaning that more satellites are needed in different orbits so that one satellite takes over from another to provide global coverage. Both techniques are currently in use with the principal difference that the global systems are aimed at traveling businessmen, while the regional networks are for the general public.

Via satellite to earth stations

In a satellite system for mobile communication, the radio signal from the mobile phone is transmitted to a satellite, which then sends it down to earth stations which are equipped with antennas, switches, etc. A typical set up for a geostationary system has a master gateway, which is usually located directly under the satellite, and a number of regional or national gateways strategically placed throughout the coverage area.

Ericsson offers both terminal and infrastructure products for satellite communications. Infrastructure products include a switching center, which is in principle a modified AXE MSC (Mobile Switching Center) that includes the mobile switch with supporting systems, the home location register (HLR) for subscribers, the OSS (Operations and Support System), billing systems, short-message functions and other special functions for satellite communications.

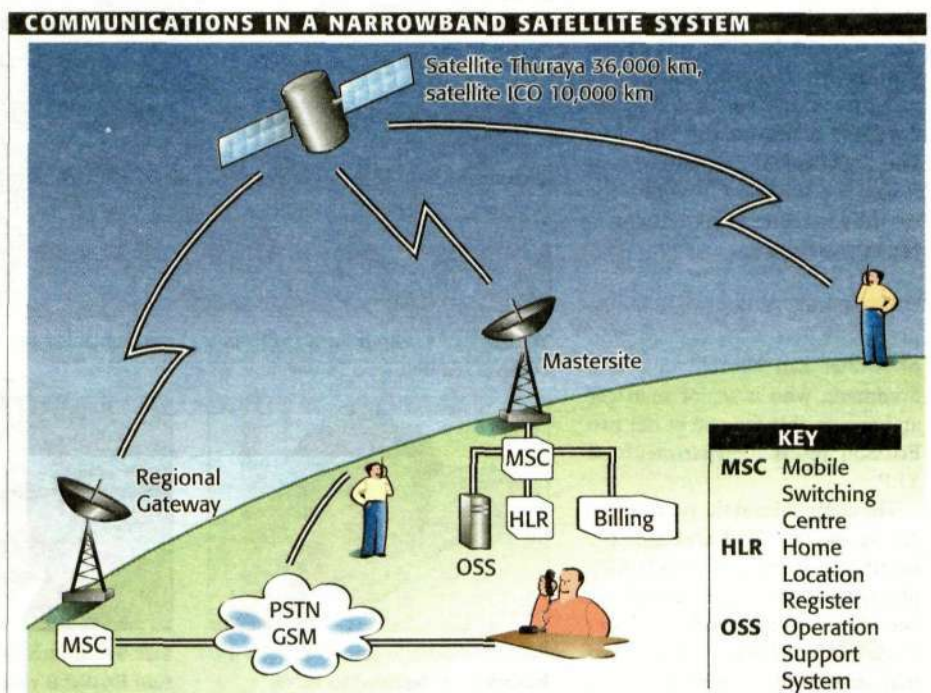
"We have chosen not to develop base stations or antennas, however," notes Catharina Jedberger, who heads the unit working with gateways for satellite systems. "There are other companies, such as Lockheed Martin and Hughes, that are specialists in this area, so our work involves close cooperation with a number of other companies, which is both stimulating and demanding."

Three major contracts signed

Even though the systems have not yet been taken into operation, Ericsson can be considered the global leader in gateways with three major contracts.

The first contract was signed in March 1997 with ICO, which is a spin-off from Inmarsat with as many as 88 owners, including Comsat, Hughes, DT Mobil and several of Ericsson's existing GSM customers, such as the PTTs in Lebanon, South Africa, Oman, the Netherlands, Finland and other countries. ICO is a global satellite system for which Ericsson has already supplied 12 earth stations. The system is expected to become operational in the year 2000.

The next contract was signed in December 1997 with Hughes Network Systems for a mobile system to be operated by Thuraya with headquarters in the United Arab Emirates. This is a regional geostationary system that will provide coverage for Northern Africa and the Middle East as far east as India. The system, which will be able to handle two million sub-



Calls from satellite phones are connected to the satellite, which checks the subscriber information and charges the call via the master site. Thereafter, the call is forwarded to the regional gateway closest to the person being called via the fixed network or a GSM network, for example. The satellite operator also leases capacity in a land network that links the different regional gateways. Ericsson currently has three contracts for gateways for satellite systems. The ICO and Thuraya contracts are for narrowband systems, while the Astrolink contract calls for a broadband system for which Ericsson will supply a large share of the radio equipment.

scribers, will be taken into operation in the year 2000. Thuraya's ambition is to offer the same price for satellite calls as for normal mobile calls.

The third contract was signed as recently as April 1999 with the Italian company Telespazio SpA for its Astrolink system. Unlike the other two systems, which are for voice and low-speed data communications up to 9.6 kbps, this system, which will be taken into operation in 2003, will be a global broadband system using GPRS (General Packet Radio Service). With broadband technology, this satellite system will not only complement but provide a complete alternative to existing systems.

"We are a small break-out unit that works directly under the business segment's management," says Catharina Jedberger. "Originally, we came from GSM, but with the new organization, we have become more independent."

Consists of 30 people

Today the unit consists of a mere 30 people located Ericsson's offices in Sundbyberg outside Stockholm and in project offices in the U.S. and the U.K. This is a young unit in which

most staff members were employed in 1998. The unit is actively seeking new recruits internally with the goal of doubling its personnel. Preferred candidates are creative engineers with a background in design.

"We work on long-term, technically oriented projects that are very exciting, with many contacts with partner and customer companies. The biggest challenge is that we are all dependent on each other and that we work globally in many different cultures," says Catharina Jedberger.

The unit is responsible for the entire process up to and including sales. There is no production, however, since existing AXE and ATM equipment is used, but the unit develops the software for its products.



Catharina Jedberger

Lars Cederquist

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MANY SATELLITE OPERATORS

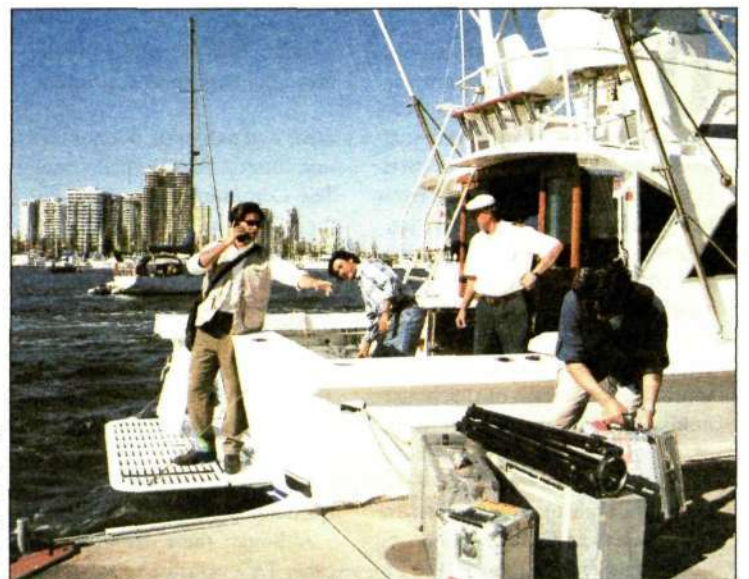
Today there are about 15 major current or potential satellite operators. The leaders are Motorola's Iridium system with Siemens gateways, which was taken into operation in November 1998, Globalstar, which will be operational in the second half of 1999, and ICO.

Market forecasts indicate that there will be more than 20 million satellite users in five active systems by the year 2002. This figure can be compared with the number of mobile telephone subscribers, which is expected to climb to nearly one billion by that time.



Ericsson's R 290 Satellite, which is designed for the Globalstar system, was shown at CommunicAsia last week.

With Ericsson's R 290 Satellite, users can stay in touch when there is no telephone network.





The new R290 Satellite phone will initially be a niche product. Professional users who work or travel in isolated regions and need reliable communications are expected to be an important customer group.

This is the market's smallest and Ericsson's first telephone for global satellite networks. Now you can take an Ericsson phone anywhere in the world and stay in touch. The new phone, which was launched last week at CommunicAsia 99 in Singapore, will be available at the end of this year.

Smallest satellite phone on the entire market

The new phone is no larger than what was considered too small for a mobile phone just a few years ago, but slightly larger than what we have become accustomed to today. The R290 Satellite, which is the newest addition to Ericsson's family of phones, weighs 350 grams. It shares the same design as other Ericsson models introduced this year but has a satellite antenna that makes it just a bit larger.

In short, the R 290 Satellite is a dual-mode GSM 900/satellite phone with all the features that demanding consumers have come to expect but with the important addition that it will switch over to Globalstar's satellites when no GSM coverage is available.

"We know that there is an excellent market for the R290 Satellite. Although more and more people have access to mobile phones, there are still large land areas without cellular

coverage or even a fixed network. In these areas, Ericsson's new phone will be ideal," says Tord Nybleus, marketing manager for satellite phones at Ericsson.

The satellite phone is not expected to be a consumer product but rather a niche product in Ericsson's portfolio. The R 290 Satellite is aimed primarily at professional users who work or travel in isolated regions without cellular coverage and need simple and reliable communications. As phone prices and call charges come down, the market will grow. Another customer group are active outdoor enthusiasts who readily adopt new technology and want to use the very latest.

Globalstar is working extensively with traditional mobile operators around the world. In many markets, customers can receive a single invoice for both satellite and conventional

GSM calls. One telephone, one number and one invoice. Globalstar is not competing with operators in the same way as Iridium. Instead, operators can offer their customers a more comprehensive service with Globalstar's help.

The R 290 Satellite was developed at Ericsson's research and development unit in Basingstoke in the U.K., where a unit for fixed satellite telephony has also been established. The phone will be sold through an OEM contract with Globalstar.

"Development of the R 290 Satellite phone went very quickly and smoothly," reports Staffan Reinefjord, who heads Ericsson's satellite phone efforts. "Despite the technical challenges faced by the team in Basingstoke, it was gratifying to see how everyone was focused on the task at hand and how well the different units worked together. Without these many contributions, we would not have produced such a great result in so short a time."



The R 290 Satellite weighs only 350 grams and has all the features that users expect. In addition, it switches over to satellite when no GSM coverage is available.

TELECOM GIANTS BEHIND GLOBALSTAR

Globalstar's history began in 1986. A number of companies had similar ideas at that time and after several mergers and continued development, Globalstar was formed.

Today the company can

count telecom giants such as Alcatel and France Telecom among its owners, who also include American operator Airtouch, British operators Vodafone and Elsacom.

The first satellites were launched in 1998, and in Oc-

tober of this year, the system will be opened for commercial service. There are already 24 satellites in low-earth orbit at an altitude of 1,400 km. The system will be extended and strengthened successfully.

Patrik Lindén

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In Italy, customers understand the Ericsson brand just the way we want them to. "Our success in this area is based on marketing that focuses on ordinary people and the product's usefulness rather than the technology," says Benedetto Condreas, marketing communications manager for Ericsson in Italy.

Italians best brand-builders



Young Italians prefer Ericsson's mobile phones.

Benedetto Condreas believes that brand-building is profitable and that their methods can be easily translated to conditions in other countries and be equally successful there.

Ericsson Italy is best in the Ericsson world at building and cultivating the Ericsson brand name. Ericsson has commissioned an international image study comprising such factors as motives, occasions, usage areas, functions, image, user image and user descriptions.

Improvements in the brand name were noticeable in several other countries, such as Denmark and U.K. – but were strongest in Italy.

Ericsson most popular

Among young Italians – the 35-and-under crowd – Ericsson is the most popular brand, outstripping all the competitors.

Benedetto Condreas explains that Ericsson's message, "Make Yourself Heard" is much stronger and more up-to-date than competitors' messages.

"In our culture, in Italy as well as the rest of the world, it is important for people to express themselves as individuals. We try to express our personality in as many ways as possible – in our clothing, the cars we drive and our mobile phones. That, for Italians, is the subtext of 'Make Yourself Heard,' which in Italian is 'Fai sentire la tua voce.'

A strong message is not enough, however.

"The company must ensure the message underlying 'Make Yourself Heard,' is strongly projected in marketing, images and choice of media. This also applies to the mix of marketing activities," says Benedetto Condreas.

Ericsson in Italy was first to market mobile phones in TV commercials. They were also first to use taxis as advertising media.

"Being seen and heard in new ways and getting closer to people – this is our approach. We have succeeded in getting the media to talk about the

new product every time," Benedetto Condreas explains. "And we will continue to seek out new channels that provide a surprise effect."

Setting examples

Aside from regular marketing, Ericsson in Italy has sponsored and arranged events illustrating "Make Yourself Heard."

"We have promoted events giving young musicians and artists the chance to express themselves. These events have been broadcast and given intensive coverage by TV and radio. Ericsson has helped people express themselves.

These kinds of events enabled Ericsson to better communicate what is behind our brand positioning, and what we mean by 'Fai sentire la tua voce.'

The activity was extremely successful and Benedetto Condreas encourages other marketers to emulate it.

Strength in diversity

This kind of event-marketing has created a dialogue in society – a dialogue in which the Ericsson brand name features prominently.

At the same time, Benedetto Condreas points out that, with all due respect to ad agencies, they cannot be expected to produce the whole solution to the brand name challenge.

"We at Ericsson must translate the brand name to suit our local market and culture," says Benedetto Condreas.

"I feel that we at Ericsson should exploit our strength from having a strong local presence and national expression, and that we have created a common vision, common values and a common identity. We should start a multinational team to lead our brand-building.

After all, as we are well aware, there is strength in diversity!"

Does the brand name earn money? Does a strong brand name mean that Ericsson in Italy sells more than the competition, or that Ericsson can command a higher price?

"Brand-building is an investment, not a cost. Therefore, it just isn't relevant to link the brand name to sales alone. Nor is it relevant to link it to market share or 'premium price.' On the other hand, in the long run, a strong brand creates loyal customers."

The image study shows that, in Italy, the Motorola brand name is stable, but that Ericsson has equaled Motorola's strength after each of its campaigns.

Aiming higher still

Nokia, on the other hand, has a curve that fluctuates more frequently than Ericsson's, and to date Nokia has not approached Motorola's position.

Benedetto Condreas interprets the brand name to mean focusing on ordinary people, encouraging them to make themselves heard. That is why he has concentrated on activities such as a music festival, where young performers can display their talents.

Benedetto Condreas believes that staging events is an important aspect of marketing,



Ericsson Italy works creatively in its marketing. This piece of furniture is a simple way of attracting attention. Photo: Claes Hemberg

since it creates a meeting and dialog with Ericsson. It's all a matter of the personal interface.



Benedetto Condreas, marketing communications manager at Ericsson in Italy. Photo: Claes Hemberg

"We have participated in events where people can have fun, such as musical, sports or visual-arts events," Benedetto Condreas explains.

"In the future, I hope we can make greater efforts to create special 'Ericsson cafés' and to explore alternative ways of communication to the classical advertising, such as developing, together with TV- or radio producers, programs where our products have an important role."

He also obtained sole rights to exhibit Ericsson mobile phones and accessories on the Via Condotti in Rome, the street with the hottest fashion names.

"We have also contacted one of the best-known fashion companies regarding cooperation.

"It is always about being innovative and differentiating ourselves from competitors," says Benedetto Condreas.

Anneli Krantz

Marketing a tough challenge

In Italy the mobile phone was previously associated with status and subject to a luxury tax of USD 10 monthly. Mobile phones were not subsidized by telephone operators either.

Today, however, mobile phones are for everyone. Prepaid subscriptions have given sales an extra boost.

Ericsson has played out a tough match in Italy. In 1990, Motorola was launched as the inventor of the mobile phone, which gave the company a head start. Nokia began marketing to retailers at an early stage, while Ericsson arrived late on the scene.

This persuaded Ericsson to choose a strategy based on influential figures, letting leading journalists, actors, politicians, advertising people and other trend-setters deliver the message. They tended to perceive Ericsson as a high-tech company with exclusive design. Ericsson arranged release parties for products which were broadcast on TV, a strategy which was successful when mobile phones were still considered as status symbols.

Division into customer groups

In 1995, GSM was introduced on a large scale. Telephone operators began to divide customers into different groups: businessmen, women and families.

"Suddenly, ordinary Italians felt this was an excuse to buy a mobile phone. It was also an excuse for parents to buy mobile phones for their children," explains Benedetto Condreas, marketing communications manager in Italy.

When a product has wide success and becomes something for everybody, it tends to lose its magic and risks to become a commodity. In Italy, this pattern did not affect mobile phones.

Nowadays, teenagers have increasingly begun using mobile phones. Currently, 7 percent of Italians own four or more telephones each. They also use their phones two-to-three times more than other Europeans. In fact, mobile phones are the most common Christmas present or gift.

Making themselves heard

When the mobile phone became something for everyone, Ericsson changed its marketing tactics, concentrating on letting people express themselves. February marked the start of Ericsson's global brand campaign, "Make Yourself Heard." The concept was used in Italy to launch the EF738. Benedetto Condreas relates:

"We selected a photographer to portray ordinary people in the street, in natural user situations – black-and-white, natural and straightforward. This photographer went on to work on the global branding campaign."

The Italian marketing communications team also produced an appointment book, with photos by Dirk Vogel and text by Fernanda Pivano, well-known writer and translator of the "beat

generation" – everything from Hemingway to Kerouac.

By being first to exploit new media forcefully and deliberately, Ericsson successfully built the values it wanted into its brand name. Activities involving new media include:

- Taxis in major cities decorated with Make Yourself Heard photographs.

- This received extensive press coverage.

- Sponsorship of Testaccio Village, a music festival for youth held each year in Rome in August.

- Activities conducted in the festival area included tattoo contests and fashion shows.

- All Right Club: Customers joining an Ericsson club received extra benefits such as discounts on accessories.

- Ericsson Time: Cooperation with retailers who organized special Ericsson corners, attracting customers to come and test the new mobile phones.

- Night Wave '99 in Rimini.

- TV sales promotion.

While using traditional product advertising techniques, Benedetto Condreas has also succeeded in finding creative approaches: for example, a large white billboard had a picture of a tiny mobile phone in one corner, beside the huge caption "World's largest mobile phone."

Mix of various media

What is the significance of the mix of different types of media?

"Today, we invest most heavily in marketing communications, followed by store-based marketing ("channel marketing") and PR (10 percent). In the future, we will place greater emphasis on events marketing."

"We will also focus on national TV and incorporating the products into TV programs. The Internet is expanding, though not to the same extent as in Sweden. In Italy, people use mobile phones more than PCs."

However, the real challenge in the mobile-phone market – the contest for the hearts of the Italians – is esthetic.

"Sure, the way we communicate our products is important. But for Italians, the most important thing is the look of their telephones. That is Ericsson's next challenge: to deliver a product of elegant design, we can already count on the brand and our high-tech background", Benedetto Condreas concludes.

Anneli Krantz



The ATP championship in Rome was sponsored by Ericsson. This is Michael Chang in one of the matches against Thomas Muster. Photo: Claes Hemberg

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Young Italians not only want to make themselves heard, they want to show off their phones, too. Photo: Claes Hemberg

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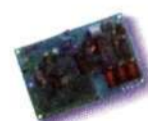
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ADC	Resolution	Conversion Rate	Power (mW) typ.	Parallel or Serial	No. of Inputs	Supply Voltage (V)
*TLC876	10 bits	20MSPS	107	P	1	5
TLV1543	10 bits	38kSPS	4	S	11	3.3
*TLV1544/8	10 bits	85kSPS	3	S	4 or 8	3/5
TLV1570	10 bits	1.25MSPS	8	S	8	3/5
*TLV1572	10 bits	1.25MSPS	8	S	1	3/5
*TLV2543	12 bits	66kSPS	3.3	S	11	3.3
*TLV5510	8 bits	10MSPS	42	P	1	3

*EVM available

Digital-to-Analog Converters for the 'C6000							
DAC	Resolution	Settling Time (µs)	Power (mW) typ.	Parallel or Serial	Supply Voltage (V)	Output (V or I)	No. of DACs
TLV5604	10 bits	3-9	9	S	3/5	V	4
TLV5613	12 bits	1-3.5	4.2	P	3/5	V	1
TLV5614	12 bits	3-9	9.6	S	3/5	V	4
TLV5616	12 bits	3-9	2.1	S	3/5	V	1
TLV5619	12 bits	1	4.5	P	3/5	V	1

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THE WORLD LEADER IN DSP AND ANALOG

**TEXAS
INSTRUMENTS**

Messaging services are no longer limited to voice mail, short messages and fax. Far from it. New messaging services based on IP technology are creating completely new applications, such as e-mail and advanced info services.

"IP messaging is one of the driving forces in the convergence of mobile and fixed networks, as well as data and telecom. It is therefore of strategic importance for Ericsson to show that we are making a serious commitment in this area," says Sture Östlund, who heads the new Ericsson Messaging product unit.

IP messaging gains ground



Messaging services are showing strong growth and becoming a part of the operator's lifeline. Messaging services are expected to increase by about 40 percent annually. Photo: Lars Åström/Världsbilden

Customers in focus in New York

Marketing issues surrounding messaging services were the theme as representatives from 18 North and Latin American cellular operators gathered at a user group meeting in New York in early June.

"There has never been a similar forum that focuses on marketing issues rather than technology. We wanted to provide an opportunity for operators to discuss issues relating to messaging services and show them the possibilities for making money from mobile voice mail and other messaging services. Even among our competitors, this type of meeting is unusual," says Ingela Thyselius, responsible for customers in North America, Mexico and the Caribbean.

By meeting with customers in this way, Ericsson also receives valuable information about what operators are planning, how their markets are developing and feedback about what Ericsson should be doing.

"The meeting really was a success. We have formed a reference group together with the operators and decided to meet regularly," says Salomon Israel, responsible for customers in Central and South America.

Mia Widell Örnung

UNIFIED MESSAGING

With Unified Messaging, subscribers can send and receive all types of messages, voice or text messages, e-mail and fax, from different types of terminals, including a phone, a phone with a WAP reader, a computer with a web browser or a conventional e-mail client.

IP technology opens new possibilities for messaging services. The challenge is to create new services for new Ericsson mobile systems, such as GPRS, GSM on the Net, the packet-switched CDPD service for TDMA networks, UMTS and other third-generation mobile systems. Ericsson's strong position in these technologies also strengthens the company's position as a supplier of new IP-based messaging services.

New product unit

A new product unit, Ericsson Messaging, was created in February to lead this development effort. Three units were combined: Ericsson Messaging on Long Island outside New York, Ericsson Radio Messaging in Hallonbergen outside Stockholm and a GSM messaging unit in Kista. The head office was moved from Long Island to Kista in order to allow closer cooperation with system developers. One of the product lines in the new unit will focus exclusively on IP messaging.

"Our goal is to be the leader in messaging services. We expect to have IP-based products ready later this year and believe that the market will take off next year," says Sture Östlund.

Considerable IP-demand

There is already considerable demand for IP products. Unified Messaging has become a buzz word. Many subscribers need to handle large numbers of messages every day and to maintain many different mailboxes for voice, text and e-mail messages. Unified Messaging offers users a simple method of managing all messages from any terminal.

"We are very interested in IP mes-

saging because it is a convenient way to manage all the subscribers messages and let the carrier make a strategic pricing, differentiation from competitors, increase network usage and reduce churn. We are planning to introduce Unified Messaging next year," says Gabriel Escobar Ontiveros, manager of new technologies and standards for messaging products at Mexican operator Telcel.

Operators investing now

IP messaging will stimulate the market for messaging services. Many operators are already investing in mobile answering services, however. Mobile operators want to maximize traffic, and the market is expected to grow by 40 percent annually.

"Services, such as voice and text messages, allow us to more easily attract new customers and to differentiate our service," says Sandra Abreu Silva, product manager for messaging services at ATL, one of Brazil's new mobile operators.

ATL introduced Ericsson's mobile voice mail service a few months ago and extended it to prepaid users a few weeks ago.

"Messaging services are a part of the operator's lifeline. After call charges, revenues from voice mail are the greatest source of income for operators," reveals Sture Östlund.



Sandra Abreu Silva

Mia Widell Örnung
mia.widell@lme.ericsson.se



Arely Fontecha from Ericsson in Mexico, Enrique Ortiz from Telcel in Mexico, Ingela Thyselius from Ericsson Messaging and Gabriel Escobar Ontiveros from Telcel in Mexico, met in New York in early June together with 18 other mobile operators and Ericsson representatives to discuss marketing issues and messaging services.

A little passion creates satisfied customers

A new program addressing customer satisfaction within BN Services and Support in Burgess Hill, U.K., has been identified as best practice within Wireline Systems.

The program, called Wildfire, translates the need to focus on customers into every day activities.

"Every company, no matter what its mission, is in business for one reason above all others, to create value for its customers. If we succeed in delivering customer value, we build a customer base loyal to Ericsson. I wanted BN Services and Support to take a lead in this important initiative and to demonstrate to the rest of the organization what we can

achieve as a collaborative team," says Jonathan Smith, director of BN Services and Support at Ericsson in Burgess Hill.

"We have all recognized that customer satisfaction is the key to Ericsson's future success. What has been missing is a common understanding of how this will change what we do in our everyday work and activities.

Sometimes the change required is so small that it is almost too obvious and we are in danger of missing the point – if our customers feel satisfied then they are satisfied," says Paul Humphries, project leader and customer satisfaction team leader at Burgess Hill.

The Wildfire program is a do-it-yourself program which uses study materials, videos and group discussions to stimulate learning across a group of people. At Burgess Hill, 140 people have taken the training course, of which 98 percent would recommend the course to others.

"We also did a selftest of our customer focus both before and after the program and the results show approximately a 12 percent positive shift in customer focus across the support organization," says Mike Henson, Wildfire program manager.

"The key to the success of this initiative has been the fact that the training has been very practical and behaviorally based. Unlike much of the current training in this area which is very abstract, this training is simple, highly cost effective and can be run anywhere – no previous training experience is

required to make this program work."

"We have tried to instill feeling and passion in the concept of customer satisfaction. It's not just a question of trimming processes and speeding up deliveries. Perception is everything, and you can't argue with perception because right or wrong it determines how our customers feel when they interact with us," says Paul Humphries.

Mia Widell Örnung

For more information please contact
 paul.humphries@etl.ericsson.se

Quicker mobile switch installation

The task of installing and testing mobile switches in GSM systems is being simplified.

A new method is now being introduced at the 15 largest local companies, where performance targets are being set and reported every eight weeks.

Supply and Implementation Services, which is a service area within the GSM business unit, is responsible for developing and defining methods for the implementation and maintenance of GSM systems.

Result orientation

As a partial target in the TTC (Time To Customer) improvement program, a new method is being introduced with action plans for shortening lead times, increasing delivery precision and improving project efficiency. The method, which is called Result Oriented Management, is being introduced at Ericsson's 15 largest local companies with GSM customers.

"Coordination is essential for increasing efficiency. By setting and following up measurable targets every eight weeks, the companies will be competing with each other to make improvements," says Roger Orrstenius, manager of Supply and Implementation Services.

Improving deliveries

In order to increase project efficiency, it may be necessary to simplify reporting, for example, or to review logistics so that complete deliveries are received in the right place at the right time.

"We take a very positive view of synchronizing improvement projects. Customer demands are increasing all the time with respect to quality and installation time, for example. We have to meet these demands to remain competitive," says Ingvar Eriksson, who is responsible for test and implementation of fixed and mobile networks in the U.S.

Nils Sundström

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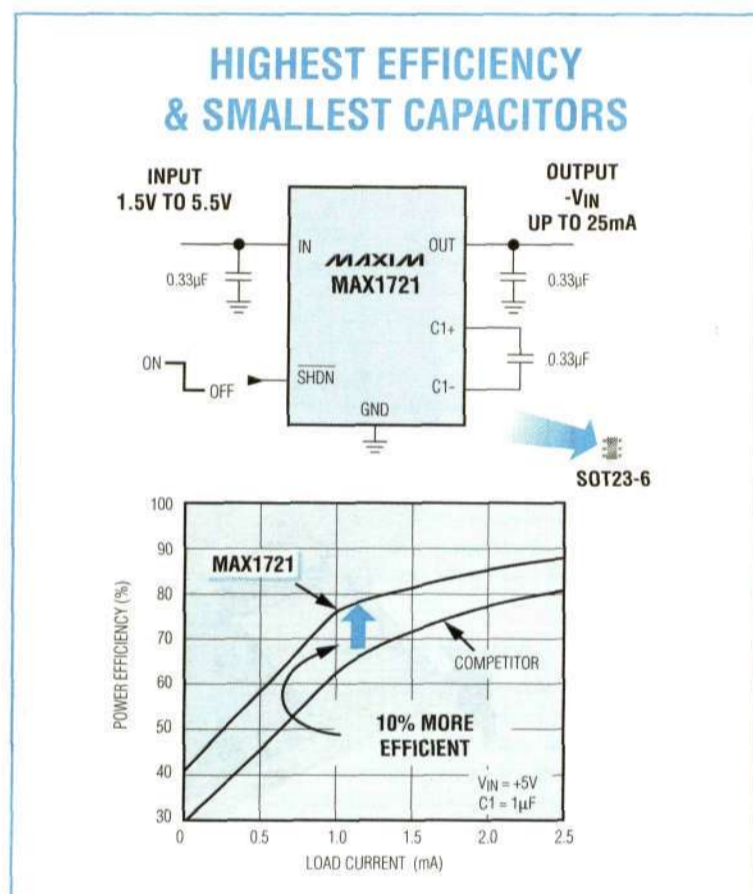
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SOT23 Inverting Charge Pumps Feature Best Combination of Small Cap Size, No Inductors, and Low Iq

The MAX1721 uses the smallest space to provide the highest efficiency bias supply for small LCD panels and GaAsFET power amplifiers. Since these applications typically require less than 2mA, quiescent current dominates the efficiency loss. The MAX1721 has a quiescent current of only 350 μ A, which is 45% lower than its closest competitor. Because these applications also require small size, the MAX1721's (and MAX1719's) 125kHz switching frequency allows the smallest, lowest cost capacitors—only 0.33 μ F. The MAX1720, which has even lower quiescent current, uses larger capacitors and is intended for less space-sensitive applications. All devices feature a logic-controlled shutdown pin. The MAX1719's shutdown input is inverted from that of the MAX1720/MAX1721.

- ◆ **Lowest Quiescent Current:**
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50 μ A (12kHz Switching Speed)
- ◆ **10% Better Efficiency than Competitors**
- ◆ **Smaller, Lower Cost Capacitors—Only 0.33 μ F**
- ◆ **Logic-Controlled Shutdown**
- ◆ **No Inductors**
- ◆ **Pin Compatible with MAX828/9 and MAX870/1**
- ◆ **Up to 25mA Output Current**



Faster switching speeds permit smaller capacitors, but usually result in higher quiescent current. Compare the MAX1721 to its closest competitor. Both are running at 125kHz, but the Maxim part has 10% higher efficiency thanks to better design and process technology.



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Contact: Joe Compton, Recruiter. Fax 925-737-5850 or email EUSJOCO or joe.compton@ericsson.com

ERICSSON TELECOMMUNICATIE B.V. NETHERLANDS

Customer Service Engineer

● **Goal/Challenge:** The Global Customer Service Office (GCSO) within the division Business Line Customer Services has a leading role within Ericsson's Global Customer Support. The GCSO is the single point of contact for Global Operators to raise Customer Service Requests to Ericsson. The GCSO has 3 Hubs, located in three different time zones (Holland, United States and Australia) which enables continuous 24hr support to Global Operators. All activities are being executed in an international environment. Our organisation is characterised as challenging, dynamic, progressing and provides excellent opportunities for personal development.

Tasks: Responsible for first line support to customers - Helpdesk activities Interface to other (internal or external) parties when the reported problems need to be escalated Solving CSR's reported by the customers Monitoring of follow up of support requests escalated to the GRC Advises Customer Service Manager regarding services Report to the customer about delivered services.

Required competence: Education on a high technical level Knowledge of AXE 10 3 yr experience on AXE SW within Ericsson (preferably as a SW trouble shooter) Immune to stress Precise Team player Good communication skills in English

Application: The home base is Rijen, Liselore Brabers, tel. + 31 161 24 9850. Liselore.Brabers@etm.ericsson.se

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ERICSSON GMBH, GERMANY

Strategic Product Manager Core Product Unit Application Core (CAPC)

● The CAPC Product Management Department is responsible for the product management of the transit switching and network access products that are common for many of Ericsson's AXE based systems, both for wireline and wireless systems. This responsibility includes activities such as business opportunity tracing, product portfolio management and positioning, project cost follow up, product decisions including prioritisation, road map planning, product agreements with other product units, toll gate assessments, supervision of requirements, arrangements of product planning meetings etc.. Present challenges are ATM backbone solutions for the Universal Mobile Telecommunication System (UMTS) and the Next Generation Switch (NGS).

The product management team has the responsibility to define application core deliveries that maximise Ericsson's profit and aligns with the group's overall strategy. Travelling will be a natural part of the job.

Contact: CAPC International Operations Ulf Henell, eedugh@eed.ericsson.se, +49.2407.575-256 Ola Melander, eedome@eed.ericsson.se, +49.2407.575-255 Human Resources Simon Seebass, eedsims@eed.ericsson.se, +49.2407.575-163

ERICSSON KFT HUNGARY, BUDAPEST - ETH/KP

In Hungary a 3rd license will be awarded in end June and Ericsson is today in a good position to be the system supplier. In order to meet the rapid roll out requirements Ericsson has started to build up the project Organisation however we are in need of people with experience of Ericsson Implementation projects. For all position it's essential with good command of English and willingness to work within a team.

Regional Project Managers

(SEVERAL POSITIONS OPEN)

● First task is to build up the regional project organisation and recruit local people. As the regional Project Manager you will be total responsibility for the execution of the project in your region including all activities, Site acquisition, Civil Work, Installation, Test and integration. You report direct to the Programme Director (Total Project Manager).

Further responsibilities: Transfer knowledge from expatriates to local resources To hold a budget for the execution of the 'regional project' Customer presentations and progress reporting Scheduling of all activities in the region Manage a portfolio of regional sub projects and sub contractors

Requirements: Besides a long experience (minimum 3 years) as a Customer Project Manager with all common experiences needed in such a position we also want you to have: Ability to be proven Track record of running Ericsson customer projects successfully. Ability to work under pressure, independent and well-organised and excellent management skills.

Site Controller

(SEVERAL POSITIONS OPEN)

● As Site Controller you will be responsible for a number of sites from search order all the way to integration. You are responsible for the progress and quality of the sites. To your help you will have Build Controllers and Installation Teams. You will report to Regional Project Manager.

Responsibilities: Ensure that all selected sites are within acceptable build tolerance, rent levels, access and RND levels. Ensure that the sites are constructed in accordance with design documentation, agreed schedules, budgets and standard of quality and health & safety. Ensure that the sites are installed within agreed time schedule, budget and quality standards.

Requirements: Ability to be proven Track record of participating in Ericsson customer projects as Installation Supervisor or Build Controller or Site Acquisition Controller or equivalent. Ability to work under pressure, independent and well-organised and excellent management skills.

System Engineer, Manager - Transmission

● You will be responsible for all transmission systems in the network, transmission plans, dimensioning and parameter settings.

You will handle and follow up reports concerning transmission and transmission equipment. As a line manager for the transmission team you will also be responsible for resources and competence development of the personnel.

Requirements: Technical education, experience

from transmission work within Ericsson GSM projects, strong management skills and ability to work in team and share competence

Build Manager

● As part of the Operations/Programme Management team the Build Manager is responsible for the site design and build process, recruitment and line management of civil engineering and site build staff, external consultants and sub contractors.

Responsibilities: Ensure that the regional project teams are provided with the correct numbers of competent resources to perform specified tasks within agreed time frame. Recruitment and line manager of civil engineers, build controllers, quantity surveyors, civil works site inspectors and external consultant companies. Responsible for line budget and financial performance for site design and build phase of the BTS's. Specify and update the working process to be used for the design and build teams.

Requirements: Proven skills in managing people. Several years in the area of civil engineer and construction. Experience of interfacing with sub contracted companies. Knowledge of the different processes included in building base station sites and towers.

Radio Network Design - Cell Planners

(SEVERAL OPEN POSITIONS)

● As a RND Engineer for the regional office you will be working with nominal cell plans, radio coverage predictions, frequency planning, site surveys, site nominations, RF measurements, BSS parameter settings and initial tuning.

Requirements: A minimum of 18 months relevant experience is required and competence equivalent to RMOG certification level Consultant.

Transmission Planner

● As a Transmission Manager you will be working in one of the regions. Your main tasks will be engineering services, frequency planning, site surveys and interface external suppliers of equipment.

Requirements: A minimum of 12 months relevant experience.

Project Coordinator

● As a Project Co Ordinator you will report to the Programme Director (Total Project Manager). You will be line manager for 10 people and be responsible for the project scheduling, reporting, database, IT and document control.

Requirements: Experience within equal areas is an advantage. As a person you must be very well organised and experienced with managing people.

Looking for new challenges in China?

That is what we can promise you!

"We" are Guangdong Ericsson Telecom Engineering Co. Ltd. (GUC) in China, and we are very busy.

We are responsible for all the southern part of China, such as the tropical island of Hainan, "the Hawaii of China", Guangdong and Guangxi. Not to forget the big province of Sichuan, where you get the most wonderful food you can imagine.

China is for the time being the most expanding market in the world of telecommunications and the biggest Ericsson local market. Right now we are looking for more employees with experience in AXE 10 support area.

You are expected to have genuine experience in GSM or TACS, and also have wide knowledge of Ericsson organization of support and supply. On-site and off-site trouble-shooting skills are required. We are working in an expanding market with many different customers, so it is essential to be customer focused and to be able to maintain good relations with customers.

You can also expect to participate in interesting projects outside the normal support activities.

If you get prepared, take a detailed look at the following:

Senior Support Engineer (GSM & TACS)

As a Senior Support Engineer in GSM & TACS, you will provide the core services to our customers, help desk duty, 2nd line backup for emergency service and software updates.

You will also act as a primary knowledge source in technical questions and transfer of knowledge within the division.

We are looking for two engineers in the following areas: BSC and TACS.

Senior Support Engineer (BSS Supply)

As a senior support engineer in BSS supply, you will be working in a young team, providing service to the China market, including package creation, package testing as well as delivery to the different customers.

We are looking for two engineers who will be working in the BSS supply organization. BSS knowledge is

therefore mandatory to provide the best service for our customers.

To apply for the above four positions, you are expected to have at least 4 years experience working in an Ericsson Support or Supply Organization.

We believe that with all the challenges that you will experience in GUC, your professional expertise will be enriched, which in return will surely lead you to future success in your career.

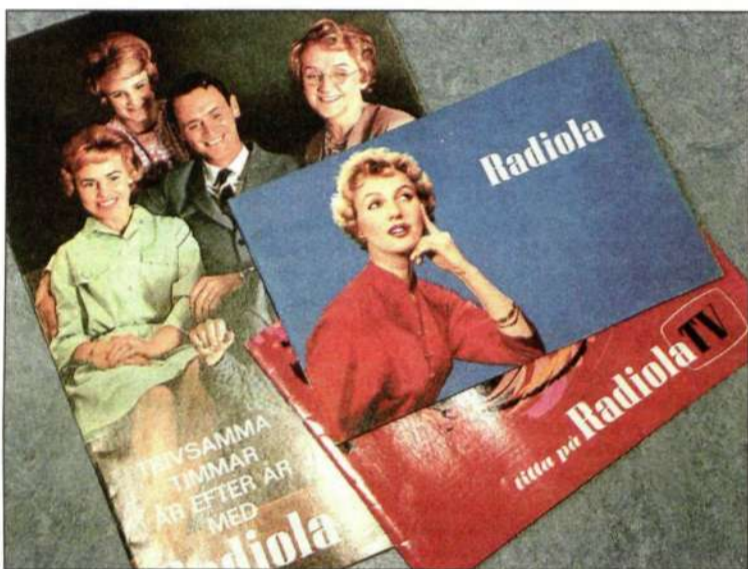
For further information, please contact Nicole Kraemer regarding TACS/GSM (e-mail: Nicole.Kraemer@guc.ericsson.se) or Kim Lee Buu for BSS supply (e-mail: Kim.Lee@guc.ericsson.se)

For all the vacancies, you can also contact Michael Ou in HR department: e-mail: Michael.Ou@guc.ericsson.se Tel: +86 20 85538868-20659 Fax: +86 20 85536193/6191 (www-guc.etc.ericsson.se)

ERICSSON 

Back in May 1952, 18 year-old Märit Rådström responded to a job ad placed by Svenska Radio Aktiebolaget in Stockholm. She got the job and now, 47 years later, she will be retiring at the end of June from the same company which now goes by the name of Ericsson Radio Systems.

"It's been a very fun time, and the most exciting part was when we got computers," she says.



This is what brochures for the popular Radiola radio looked like during the 1950s.

Svenska Radio Aktiebolaget (SRA) was formed in 1919 by LM Ericsson, AGA and ASEA. By 1952, when Märit Rådström was hired, the company employed approximately 800 people. The most important product manufactured and sold at that time was the Radiola radio. Märit began her career working in SRA's accounting department, and has continued to work with financial matters, primarily accounts payable ledgers and financial statements.

"Sometimes customers paid with notes which had to be redeemed," she recalls.

She recounts that her first monthly salary was SEK 325 and that during her first years her working week included Saturday mornings as well.

Märit has experienced many changes in the accounting systems over the years, including tools such as accounting machines and invoicing using punch cards. "The most exciting time was when we first got computers for our jobs," according to her. Many work tasks became both easier and more interesting as a result.

Acrobatic proof

Märit remembers Hugo Blomberg, the CEO when she first started working, as a man with a rather bold sense of humor. He allegedly stood on his hands to convince LM Ericsson's management and the National Swedish Telecommunications Administration that SRA's first pager would remain in a shirt pocket without a clip, using friction bands made of rubber.

The first mobile telecommunications system tests, conducted during the mid-1950s, didn't make much of an impression on Märit. There was, however, a great deal of attention given to the events surrounding Åke Lundqvist, who became the head of the newly formed mobile radio division in 1963, later becoming the president of the company. By 1976, facilities at the Alströmergatan 12 address in central Stockholm had become too small, leading the company to move to Kista, situated on the outskirts of the city.

"At that time we were out in the country. Kista center had not yet been built and SRA was the first com-

pany out here. Six months later Rifa, which is now Ericsson Components, moved out here," explains Märit. She, herself, was living in another part of town and transportation was difficult. As operations grew and SRA became Ericsson Radio Systems in 1983, Märit's international contacts increased. She was in contact with Ericsson companies all over the world regarding payments between companies.

She recalls one humorous incident from that time when an entire base station – micro stations had not been invented – suddenly appeared outside her office, addressed to Märit Rådström.

"It had arrived from the U.S. and was actually supposed to go to Ericsson Radio Access, but the sender apparently knew only my name," she laughs.

Contacts in Australia

Since she dealt with employees from several foreign companies, Märit became quite familiar with several people without actually meeting them. One summer, however, one of her colleagues at Ericsson in Australia came to Sweden on vacation with his wife and paid a visit to Märit. In recent years, she hasn't worked with foreign contacts, but has worked instead with some 30 different companies in Sweden.

As a retiree, Märit is looking forward to boat trips and bicycling during the summer and going skiing during the winter.

"These past 47 years have been a lot of fun and of course I'll miss work and especially all of my colleagues. But with the rapid pace of development now, I probably won't recognize anything if I come back and visit in a couple of years," she concludes.



Radiola was Svenska Radio Aktiebolaget's most important product when Märit Rådström was hired there in 1952. This ad poster is from 1942.

Photo: Lars Åström

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UPCOMING

Friday, July 23: Ericsson presents its interim financial report for the first six months of 1999.

Contact takes a break. The next issue will be published **August 19.**

UPDATES

Ericsson has made a series of acquisitions of Internet companies. Ericsson has acquired 75 percent of the Danish Internet company Telebit for USD 30 million. For USD 13 million, Ericsson acquired a minority holding in the Icelandic company Oz.com and, for USD 5.5 million, a minority holding in the San Francisco-based company Saraide.com.

Ericsson presented mobile phone innovations at CommunicAsia, which was held in Singapore on June 22-25.

NEW ASSIGNMENTS

The management team for the new CDMA Systems business unit in San Diego has been appointed. **Åke Persson** is head of the unit, **Jan-Anders Dalenstam** is responsible for business development and strategic marketing, **Dave Munsinger** will have responsibility for product development in Boulder, Colorado, and **Houtan Dehesh** for product development in San Diego. The human resources manager is **Tony Chartrand** and **Håkan Persson** is financial manager.

Robert Buckley is the new manager of the Access Products product unit in Santa Barbara in California, which is part of the Datacom Networks and IP Services business unit.

Alan Atkins becomes manager of the new marketing and sales division at Ericsson Cables.

Gunnar M Eriksson, currently President of Ericsson Utvecklings AB, UAB, has been appointed Deputy Chief Technology Officer at Corporate Technology, LME/DT. He will be responsible for the total Ericsson research and development coordination of the TTM Phase.

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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