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Ericsson's new WAP-phone R320 is based on the new platform introduced with the T28. It is almost as slim as the T28 and weighs less than 100 grams. The new phone comes in two versions, one with Latin text, R320s, and one with a complete Chinese interface.

## Ericsson presents third WAP-product

Ericsson has unveiled its third WAP-product, the WAP-phone R320, thereby strengthening its position as a leader in the WAP product field. Last week in Hong Kong, a new world-phone, the T28 WORLD, and a completely new communications tool called the Chatboard were also revealed.

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## Coordination in resources

Some time ago, the new Ericsson Shared Services company began operations in Hallonbergen in Stockholm. The company will manage the administration of several Ericsson companies, including financial routines and purchasing. By coordinating resources, it will be possible to make these tasks more efficient and less expensive.

12-13

### NEWS

#### Kurt Hellström on the net

Ericsson President Kurt Hellström has been visiting several parts of the company to introduce himself and his vision of Ericsson. Read the replies to the questions that have been asked on the net. These include responses about the London office, confidence in Ericsson and how Ericsson intends to invest in research and development.

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#### Conversion possible

From November 19, it will be possible to convert the employee convertible debentures issued in autumn 1997. Contact explains the terms and conditions and what you should do. For those of you who prefer to wait, it is possible to retain the debentures until spring 2003.

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#### Saraïde.com for data services

Packeting news services from the web and making them usable for portable terminals is the speciality of Saraïde.com. Contact calls on the company, in which Ericsson has been part-owner since the summer.

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### SPONSORSHIP

Ericsson is visible in many contexts. Contact provides an overview.

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### MEETING BINGO

Contact's bingo card does away with boring meetings.

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There is still a greater destiny to fulfil



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WRITER: ROBERT RENDERT SCRIPT: KIMON LYCOS

CREATIVE DIRECTOR: CHRISTER LAURENT

DESIGN: THERESE STEVENBERG CASTING: MALIN WALLÉN ANIMATION: NICLAS SVENSSON

MUSIC: INSPIRATION TECHNICAL PRODUCTION: PROGRESSIVE LOGIC

MANAGEMENT CONSULTANT: CHARLOTTA MANTELL MARKETING MANAGEMENT: ASTRID HVEDING LENGDELL

DIRECTOR: HAAKON VISLIE

EXECUTIVE PRODUCER: MARIA HOFBERG

PRODUCER: TOM WALSH

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# Challenging autumn ahead

"Ericsson must always focus on the customer and develop at the same pace as the market. If the market changes, then Ericsson must change with it. This may mean new assignments for individual employees when Ericsson decides to terminate certain operations or to expand them," says Mats Dahlin, head of the Network Operators and Service Providers business segment.

The market is moving fast at the moment. There are now more than 200 million GSM users, Ericsson is making inroads with CDMA, Wireline Systems is progressing well and intensive efforts are being made on GPRS and 3G.

During the past 15 years, developments in mobile communications have brought major changes for all of Ericsson.

"Now that the traditional telecom world is converging with the fast-moving data world, we are on the threshold of even larger and faster changes. There is very intense competition and the companies which are best and fastest at adapting to new realities will be among the winners. That is why it is important for us to accelerate the global restructuring program which is now being implemented in the Network Operators and Service Providers business segment."

## Important issues

Growth? Profitability? Strategically important? These are three questions which Ericsson must always ask in relation to services and products.

"If the answer to any of these questions is not a clear yes, then we shouldn't go on developing that service or product."

It is all about understanding how the market is developing and listening to both end-users and direct customers.

"We are faced with continued changes including closures, sales, and the outsourcing of certain operations. This means changes in work assignments for many people. Although much remains to be done, some measures have already been taken. The divestment of the Visby plant on Gotland, Sweden, to Flextronics is one example of a solution that has been successful for the employees, Ericsson and the local community," says Mats Dahlin.

The Wireline Systems business unit is undergoing major changes. Although there are many indications that we are on the right track, there are several units where the number of employees will be reduced when certain aspects of work disappear or are altered.

"But we must not forget that the large and significant order from the British company BT, which was received at the beginning of the year, is a sign that the business unit also has products which are important for Ericsson's future," notes Mats Dahlin.

## Pilot project shows the way

Other parts of our restructuring efforts are focusing on increased efficiency and shorter lead times. By changing its work methods, Ericsson can go far – this has been shown by the pilot project in the framework for TTC Global being



"The objective of the restructuring program is to manage it in as positive a manner as possible and to try to find suitable alternatives for all those affected," says Mats Dahlin, head of the Network Operators and Service Providers business segment. Photo: Per Myrehed

carried out in Germany, where deliveries of base stations are now being made faster and less expensively than previously. The customers are also satisfied because it makes their work easier, too.

"Service is another area that is being reviewed. We have sales of more than SEK 20 billion every year for services. By understanding the customers' business situations and working with them as a partner, we are able to offer them good service which they are also prepared to pay for.

"The restructuring program is being implemented to allow us to keep the competition at bay and to maintain our leading position.

"The changes have influenced and will continue to influence many of our employees, both in Sweden and abroad.

"Our objective is, of course, to manage this in as positive a manner as possible and to try to find suitable alternatives for all those affected.

## Progressing

"I also believe that we have a good basis for our work. Many aspects are progressing well and, within the area of technology and in markets, the developments for our operations are positive. Mobile Systems is developing particularly well. During the first six months of the year, we had growth of 43 percent, which is clearly better than that of our competitors. But it doesn't mean that we can relax our pace or allow quality to deteriorate. This is shown by AT&T's decision to employ one additional supplier for its mobile system."

For the next-generation mobile system, 3G, Ericsson has entered an intensive phase and there is plenty of work to be done on many important WCDMA tenders.

"We are in a very favorable position prior to the enormous negotiating effort we have ahead of us."

Regarding GPRS, which is the operators' first major step towards 3G, Ericsson has now entered a crucial phase involving many transactions.

"We now have to move forward and make the most of the conditions we have. The autumn is going to be tough and exciting for all of us," Mats Dahlin concludes.

Gunilla Tamm

gunilla.tamm@lme.ericsson.se

## contact

### Corporate editor

Lars-Göran Hedin, + 46 8-719 98 68  
lars-goran.hedin@lme.ericsson.se

### Senior editor

Patrik Lindén, + 46 8-719 18 01  
patrik.linden@lme.ericsson.se

### Editorial Staff

Thord Andersson, + 46 8-422 03 16  
thord.andersson@ebc.ericsson.se

Lars Cederquist, + 46 8-757 05 72  
lars.cederquist@era.ericsson.se

Publisher: Lars A. Stålborg, phone + 46 8-719 31 62, lars.stalberg@lme.ericsson.se

Ulrika Nybäck, + 46 8-719 34 91  
ulrika.nyback@lme.ericsson.se

Nils Sundström, + 46 8-719 93 83  
nils.sundstrom@lme.ericsson.se

Gunilla Tamm, + 46 8-757 20 38  
gunilla.tamm@lme.ericsson.se

Lena Widegren, + 46 8-719 69 43  
lena.widegren@lme.ericsson.se

Mia Widell, + 46 8-719 41 09  
mia.widell@lme.ericsson.se

### Address

Telefonaktiebolaget LM Ericsson,  
HF/LME/I  
SE-126 25 Stockholm  
fax + 46 8-681 27 10  
contact@lme.ericsson.se

### Distribution

Solveig Sjölund, + 46 8-719 41 11  
solveig.sjolund@lme.ericsson.se

### Layout and web design

Paues Media, + 46 8-665 73 80

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Display AB, + 46 90-17 79 50

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Suvi Nurmi, + 46 8-719 10 58  
suvi.nurmi@lme.ericsson.se

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### Contact on the web:

http://inside.ericsson.se  
www.ericsson.se/Lib.shtml

## DID YOU KNOW THAT...

slightly more than 75 percent of Ericsson employees are located in ten countries.

Countries with most employees in 1998



## IN BRIEF

**Anders Igel new CEO of Esselte**

► Anders Igel, former president of the Ericsson business area previously known as Infocom Systems, has been appointed President and CEO of Esselte. Since leaving Ericsson last spring, Anders Igel has worked as a management consultant, and also received several offers from companies outside Sweden. He is also a member of the Board of Directors of the company to be established as soon as the result of the merger of the Swedish company Telia and Norwegian Telenor.



Anders Igel

**IT-services in cars – a new market**

► Ericsson Mobile Communications has entered a strategic alliance with Mannesmann VDO of Germany to develop IT-services for cars, a market that is expected to offer very strong growth potential.

As early as the year 2003, according to current forecasts, more than 10 million telephone modules will be installed in cars in the U.S. and in EU countries.

The market for IT-services in privately owned cars will include different communications and information systems.

This includes Bluetooth, for example, a wireless local network for transmission of data between different electronic units.

Another product is the WAP protocol, which supports rapid downloads of Internet information to simple mobile telephones equipped with small display screens.

Ericsson's expertise in mobile communications, combined with Mannesmann VDO's position of world leadership in integrated information systems for cars, provides excellent potential to establish a strong position in this growing market.

Ericsson recently entered a similar partnership agreement with Scania of Sweden for integrated IT-solutions in trucks.

**Spain launches new IP network**

► Residents of Spain can now send and receive e-mail via the country's first IP-network with nationwide coverage. Interoute Telecomunicaciones SA, a Spanish operator, recently installed Ericsson's IPT 1.6 system. The network was ready for launch in mid-September.

"Successful cooperation between Ericsson and Interoute paved the way for rapid implementation of the network," says Staffan Lindholm, of Ericsson Datacom Networks and IP Services.

The core network covers eight provinces in Spain, including the cities of Madrid, Barcelona, Valencia, Bilbao, Malaga and Cadiz.

# South African order includes Gripen aircraft

**On September 15, the South African Government announced a package of orders and options for 28 Gripen combat aircraft from Saab-British Aerospace and 24 Hawk training aircraft from British Aerospace.**

"This is confirmation that Gripen is internationally competitive. Seen from Ericsson Microwave's perspective, it is first and foremost confirmation of the excellent job the employees have done for our Swedish customer – work often carried out quietly, but which definitely deserves to be emphasized now," says Lars Karlén, head of the Airborne Radar Systems Division.

The purchase comprises a definite order for nine two-seat and an option on 19 single-seat Gripen aircraft for the South African Air Force. The South African version of Gripen will be equipped for mid-air refueling and its equipment will be provided by companies that include Grintek Avionics and Denel Aviation in South Africa. In addition, there is also an order for twelve two-seat Hawk



Saab-British Aerospace has received a large order from the Government of South Africa for 28 Gripen jet fighters and 24 Hawk training aircraft.

100s from British Aerospace and an option on a further twelve.

The South African order has additional benefits for Ericsson Microwave other than the financial earnings generated as a direct result of the exported radar system.

"An export order like this strengthens us in our role as a radar supplier and this applies to

Swedish and international defense forces. It also makes it easier for our Swedish customer to invest in future upgrades to the next generation of radar systems," Lars Karlén continues.

British Aerospace and Saab have also made a joint offset commitment to the South African Government, which involves industrial co-

operation with both the defense industry and other non-defense-related industries. The aim is to generate long-term growth in the South African economy in the form of increased domestic sales, larger amounts of exports and investments.

Britt-Marie Wihdén

## Kurt Hellström answers questions

**Kurt Hellström, Ericsson's President will conduct a series of meetings during the autumn with management personnel in all parts of the company. The meetings are intended to review the most serious challenges now facing Ericsson and provide answers to questions from participants.**

The series of meetings started on September 8, when Kurt Hellström addressed more than 1,000 management representatives. Key items on the agenda included a review of the six-month report and a presentation of major challenges now facing Ericsson. Continued implementation of the company's restructuring program, strong customer relations and the need to develop and launch new products more quickly are some of the company's most important issues at this time. A large part of the time allocated for the meetings is intended for questions and answers. Several Q&As are focused on the comprehensive structural changes

that were introduced in the beginning of 1999.

**More clearly defined roles**

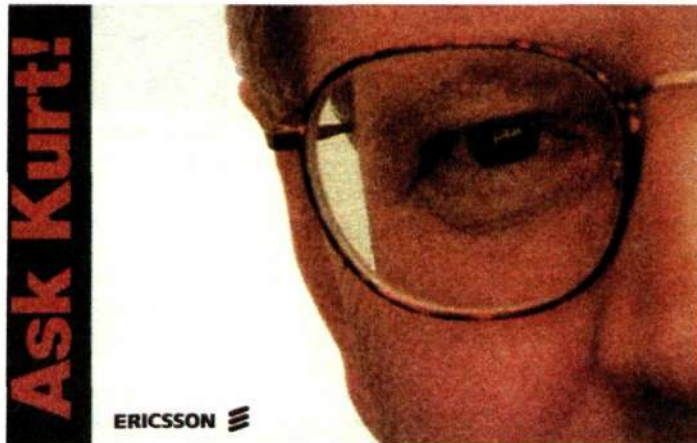
In his replies to questions from Ericsson employees, Kurt Hellström emphasizes the need for more clearly defined areas of responsibility in descriptions of how business units and product units should work together.

Another question concerned the new London office and how it might affect Ericsson's structure in Sweden.

"The head office will not be moved to London, although management personnel in charge of several corporate functions will work in both London and Stockholm. The new arrangement will not have any major effects on the Swedish organization," Kurt Hellström replied.

**Concentrate and coordinate**

Responding to certain questions concerning Ericsson's research and development activities, Kurt Hellström emphasized that strong efforts are being made to concentrate



Postcards have been distributed encouraging employees to put questions to Kurt Hellström.

and coordinate R&D resources. Capital expenditure for research and development will be allocated at the same level as before, corresponding to about 15 percent of sales.

"Expertise is the key here, and it's essential that we work in closer cooperation with other market players. We should not try to develop everything all by ourselves," Kurt Hellström explains.

Ericsson's strategy in the data-

com sector is to operate as a supplier of complete systems.

"We work with IP, voice via IP and other datacom solutions. We should serve as a supplier of complete datacom solutions," Kurt Hellström declares.

Nils Sundström

nils.sundstrom@lme.ericsson.se

http://inside.ericsson.se/leadership

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# Chatboard attracts young people

Ericsson has globally unveiled a communications tool called the Chatboard. In addition the company has also unveiled a new WAP-phone, R320, and the mobile phone T28 WORLD. The three new consumer products were shown at events in Hong Kong and at the PCS Trade Show in New Orleans last week.



The Chatboard is a snap-on keyboard, which together with a mobile phone makes rapid messaging over SMS and e-mail possible, as well as editing a personal site on the Internet.

ing Internet communications and advanced services on digital mobile phones and other wireless terminals.

The third new product is the T28 WORLD for the GSM 900 and GSM 1900 bands. It offers the opportunity to use the phone in Europe, Asia/Pacific and the Americas. It is the world's smallest world phone and covers 120 countries in five continents.

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

With the new Chatboard a completely new communications tool is born. The Chatboard is a snap-on keyboard, which together with a mobile phone makes rapid messaging over SMS and e-mail possible, as well as editing a personal site on the Internet. An Internet community goes with the Chatboard. It is the first product of its kind on the market. The product will be available from first week of October, in selected markets, for less than the price of two CDs.

The new WAP-phone, R320, is Ericsson's third WAP-product. The R320 is only 15 mm thick, weighs less than 100 grams and has a large display and a calendar.

The inbuilt WAP-browser allows

the user to access information from specially formatted WAP-pages on the Internet. The WAP micro-browser is especially developed for mobile use and is the main worldwide industry standard for provid-

## THE NEW PRODUCTS

### The Chatboard:

- Offers rapid SMS and e-mail services, possibilities to edit own site on the Internet.
- Access to the Chatboard Community.
- Possible to send text, sound and pictures.
- Available in selected markets starting the first week of October.

### R320

- Dual band GSM 900/1800, 15 mm thick, weighs less than 100 grams.
- 3 volt platform and lithium polymer batteries.
- Two versions R320s and R320sc with complete Chinese interface.
- In-built infrared modem, RS232 cable modem.

- Calendar, voice dialling/answering, games, vibration call alert.
- Intelligent accessories.
- Available Q1, 2000.

### T28 WORLD

- GSM 900/1900.
- Measuring 2.5x1.3x0.4 inches. Weight: just 83 grams.
- Active flip, voice answering/dialling, vibrating alert, automatic time zone update, world clock, alarm, calculator and stopwatch etc.
- Comes with Global Travel Charger that allows you to charge your phone wherever you are in the world.
- 3 volt platform, Phone Book with 99 names.
- Intelligent accessories.

## Waiting for T28

**Demand for Ericsson's T28 is very strong right now. The new telephone has met overall market and media approval, but Ericsson has not been able to deliver as many telephones as retailers are requesting.**

"This is nothing new. The same phenomenon occurs every time a new telephone is launched. Our competitors have the same problem," says Jan Ahrenbring, head of marketing at the Consumer Products business segment.

### Media attention

When the new T28 model was introduced in the early autumn, Ericsson expected some difficulty in providing adequate supplies to meet market demand. Shortages of new products occur all the time, posing a problem for Ericsson and its competitors, particularly when the product is received as favorably as the T28, which has also generated widespread media attention.

"In order to supply all retailers with the volumes they want, we would have to manufacture and stock about one million telephones. And

that's impossible in view of the prohibitive costs involved," Jan Ahrenbring continues.

The launch of Ericsson's T28 is a monumental undertaking. The new model is being introduced simultaneously in more than 100 countries, and every country has an average of 7,000 retail sales outlets. The situation is complicated even more by the market launch of Ericsson's new T10 at the same time, which has also necessitates adjustments in production at several plants.

The transition from old to new products always requires a certain amount of time, but, as announced earlier, production will be accelerated to full-scale operations later in the autumn.

### Strong growth

The market for mobile telephones today is characterized by extremely strong growth. At the beginning of this year, sales in 1999 were projected at about 220 million telephones. The forecast has been revised several times during the year, and global projections now point toward sales of more than 250 telephones in 1999.

Mia Widell Örnung



Aliens from the world of commercial films visited Swedish retailers to help welcome the arrival of Ericsson's new T28 recently.

Photo: Lars Åström

## Network fair features broadband in homes

**After maintaining a relatively low profile in the heated Swedish debate surrounding broadband in private homes, Ericsson's sales organization in Sweden took part in discussions on the subject during Networks Telecom 1999, a major exhibition held recently in Stockholm.**

"Broadband has been a hot topic. But what it actually involves is a number of different solutions that will provide this type of service. Solutions that Ericsson already has," says Karl Thedeen, product marketing manager of access and datacom products at Ericsson Sweden.

Ericsson has a large number of different technologies and solutions that offer links with data transmission speeds in excess of two megabits per second. They include wireless access, for example, such as the so-called LMDS technique, and access via cable or fiber. Ericsson also has

products for mainframe networks that enable the new high-speed services.

"The debate is good for Sweden, since it might mean that Sweden will become one of the world's leading nations in this sector. It's important Sweden's ability to compete," says Karl Thedeen.

### Several solutions

The debate at Networks Telecom 1999, which included representatives of Lucent, StjärnTV, Cygate and Birka Energi, confirmed once again the highly divided differences of opinion over which type of broadband will assume market dominance. An audience poll confirmed the popularity of access solutions based on so-called xDSL and cable modem, but several members of the panel debate maintained there will probably be a wide variety of solutions for broadband access.

Ericsson Sweden's exhibition stand also

focused strongly on broadband access. Among other products and systems, Ribbonet was prominently displayed, a solution from Ericsson Cables that will provide tenant-owner associations with high-speed fiber links. E-Box, Ericsson's intelligent telephone jack, also attracted widespread attention.

### Curiosity

"We had four or five lines of people waiting to see demonstrations," said one member of Ericsson's exhibition staff. Most people asked questions such as "when will I have this in my home" and "how much will it cost." The general public also likes the concept of an open standard, since it will make it easier for third-party development companies to produce new services, an option that is hardly available today.

Mia Widell Örnung

## HELLO THERE



## Swen Nilsson

**... plant manager in Kumla, Sweden where several of Ericsson's latest telephone models are produced. Market demand is enormous, especially for the new T28, but other models also have to be produced quickly.**

► How are things going with the new telephones?

"We're working under extreme pressure right now. In addition to the T28, we also produce the T10, which is now rolling off the line, and certain quantities of the A1018. The T18 model, which was launched before the summer, still requires continuous increases in production numbers. It's a huge project. In the beginning, we assumed full responsibility for the new products, but production is now being increased gradually at other plants, in Linköping, Sweden for example, and in Asia."

► What have you done to handle the pressure?

"Since the beginning of the summer, we have hired about 500 extra employees to work in the production plant. Many were hired for limited periods of employment that covered a few months; others were brought in under contract agreements with recruiting companies and other companies in the area with lighter workloads. We will also need additional personnel during the next few months.

► Why don't you hire permanent employees instead?

"We can't do that, since this is a temporary increase in production. It simply wouldn't be right, knowing the pressure will begin to lighten after the new year. The increase is not only attributable to the introduction of new products — things are always a little more hectic during the fourth quarter, which is traditionally a peak sales period. We have agreements with our trade union organizations to hire temporary personnel during this period."

► Why wasn't more production assigned to other plants right from the start?

"The plant in Kumla has always assumed the lion's share of production operations for new products. Ericsson has concentrated the bulk of its comprehensive production expertise here in Kumla. However, we are now developing similar skills and know-how in other parts of the world and, in the future, other plants will be involved from the start of industrialization phases. Ericsson's plant in England, for instance, has assumed a major share of production responsibility for the T18 model."

Mia Widell Örnung

# Conversion soon possible

From November 19, it will be possible to convert to shares the convertible debentures that Ericsson offered its employees in autumn 1997.

It has been possible to sell the convertible debentures for some time. No-one can pinpoint for certain the best time to sell, or whether a sale is advisable in general. This depends on how Ericsson shares perform on the stock market and the size of the share dividend in relation to the convertible debenture interest.

The final date for conversion is May 30, 2003. If you have not converted by that date or sold the convertible debentures, the amount you loaned to Ericsson will be returned to you regardless of what the convertible debentures are worth.

You will be entitled to convert one convertible debenture into one share at a predetermined price, which in this case is SEK 236. If the share price exceeds SEK 236, it is, in principle, more profitable to convert to a share than to have the money you loaned to the company returned to you.

## Selling also possible

You may also sell your convertible debentures, in which case the person buying the convertible debentures assumes the risk that the share price might fall or who can earn money if the price goes up.

You can see how much the convertible debentures are worth by reading a newspaper or Ericsson's homepage for convertible shares on the intranet.

If you have borrowed money to buy convert-

ible debentures, the bank will demand the money back as soon as you choose to convert to shares or when you sell the convertible debentures. For most people this, in principle, means that they must sell some of their shares as soon as they are converted in order to pay back the loan.

Those who have financed the convertible debentures themselves will be able to convert the debentures and then sell their shares at a time they think fit.

## Converting to shares:

To convert your convertible debentures to shares, contact the bank or the institution that manages your securities account. For those of you who borrowed money to purchase the convertible debentures, this will be the bank that lent you the money. The names and telephone numbers of the major Swedish banks are available on the intranet, as are forms that can be printed. If your bank branch does not know what to do, ask it to contact its issues department. Be aware that it can take four to eight weeks to implement the conversion.

If you have borrowed money to finance the convertible debentures, the loan must be paid back as soon as you have converted the convertible debentures to shares. This means that there is a certain amount of risk that the share price will fall while the conversion is being processed.

At worst, this may mean that the shares you receive are worth less than the conversion price and are insufficient to pay back the loan. You may thus be in debt.

As long as you have the convertible debent-

Bors- värdo 1/kr	Äv proc	Aktieslag	Äv kr
103073		ABB	
30589		AGA A	-25
27347		AGA B	
18880		Assa Abloy	+0,5
206101		Assidomän	-1,5
43525		Astrazoneca	+3,5
23626		Atlas Copco A	-3,5
60724		Atlas Copco B	-9
		Autoliv SDB	-8
		Electrolux A	-9
		Electrolux B (E)	-9
524164		Ericsson A	-8
65448		Ericsson B	-8
29468		FS-banken	-5
23651		Gambio A	-4
		Gambio B	-0,6
		Industriv A	-2
		Industriv C	-2
		Industriv kvb A	-2
		Industriv kvb C	-2
76285		Investor A	
9350		Investor B	
		Kinnevik A	

Soon it will be possible to convert to shares the convertible debentures that Ericsson offered its employees in 1997.

tures, Ericsson pays interest annually on the money you have lent the company. When you have converted the debentures to shares, you will instead be entitled to share dividends. It is not possible to receive both interest and dividends for the same period. When choosing the time for conversion, it could be worthwhile to compare the amount of interest on the debentures with the size of the dividend you would receive from the corresponding number of shares.

## Checking the convertible debenture price

Ericsson's personnel convertible debenture is listed in newspapers and on Ericsson's website. It is called Ericsson KonvK3B. The debenture price is shown as an index, where 100 corresponds to the conversion price. If the convertible debenture price is 120, that means that someone is prepared to pay 20 percent more to

take over your convertible debentures compared with what they originally cost; that is, SEK 236 plus 20 percent ( $0.2 \times 236 = 47.20$ ). You would then receive SEK 283.20 for every convertible debenture.

## Earning money

To earn money on the convertible debentures, you must sell the convertible debentures or the shares you receive from a conversion for more than SEK 236, which is what you paid if you bought the convertible debentures when they were originally issued.

If you borrowed money to purchase the convertible debentures, you must also count the interest expense. This is roughly SEK 5 more per convertible debenture annually than the convertible debenture interest. This means that Ericsson's share price must be at least SEK 5 more than SEK 236 for every year you own the convertible debentures if you are to make a profit.

The earliest date at which you can convert the convertible debentures to shares is two years after the introduction. This means that the share price must be more than SEK 246 if you are to earn money by selling the shares. You should also remember that banks charge a fee for selling shares.

Patrik Lindén

patrik.linden@lme.ericsson.se

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## THE NUMBER OF SHARES

When employees were offered the possibility to subscribe for the convertible debentures, they could choose an amount.

The list below shows how many shares you will receive on conversion, depending on how much money you lent.

Amount, SEK	Number of Series B shares
9 440	40
23 600	100
49 560	210
75 520	320
99 120	420
125 080	530
145 347	615

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# Messaging-over-IP maximizes e-mail

Ericsson is launching a new family of unified messaging products. With them, it will be possible to send and receive messages such as e-mail, faxes, voice messages and SMS via an IP-based network using any terminal.

The product family is aimed at operators who want to offer their customers a complete solution for message management.

If one counts up all the messages that one receives each day including e-mail, regular mail, voicemail, faxes, SMS messages, post-it notes and more, the number often exceeds a hundred.

A fundamental problem with messages that need to be received, answered and archived, is that there are so many different formats. How do you receive a fax when you only have a cell phone? How do you keep track of two-month-old correspondence via e-mail and faxes about various matters?

## Product family

Ericsson is launching a unified messaging product family. The concept involves receiving all incoming messages at a central database, from which they can be retrieved by one's method of choice. An example would be that both an incoming fax and a voice message could be retrieved through an e-mail client server. All messages, re-



Ericsson is launching a family of products for unified messaging. The concept involves compiling all incoming messages into a central database.

Illustration: Kerold Klang

gardless of their original format, would be saved as e-mail messages. For fax and voice messages, this would mean they would be saved as attachments.

The concept is known as Messaging-over-IP. It involves handling messages over an IP-based network, in which message stores and access servers take care of practical matters, while a messaging user register takes care of administrative tasks. Message stores are connected via gateways to the Internet, cus-

tomers IP networks, mobile telephone networks, fixed telephone networks and so on. It is also prepared to handle future infrastructure installations such as 3G mobile communication.

## Listen to e-mail

The first Messaging-over-IP product to be introduced will be SMS followed by Unified Messaging and Wireless e-mail. Unified Messaging gathers all messages into a database from which the end-user can

retrieve voice and text messages through a telephone or from a computer. Using the built-in text-to-speech function, it will be possible to listen to one's e-mail in the car on the way to work, for example. Wireless e-mail is an SMS, WAP or web-based solution that makes it possible to read and send messages from a wireless terminal.

Rikard Westman

[www.ericsson.se/messaging](http://www.ericsson.se/messaging)

## JAS 39 Gripen attracts a crowd

"Really cool and very exciting." That was the evaluation of technology student Henrik Jonsson after climbing into a mockup cockpit of the JAS 39 Gripen combat aircraft, which was part of an exhibition at a Stockholm shopping mall on September 2.

The event was sponsored by Ericsson Saab Avionics AB in Kista, located in suburban Stockholm, as part of an effort to present itself as an attractive employer.

Ericsson Saab Avionics AB, which employs 400 people in Kista, needs more talented engineers. The initiative for this event was taken by the human resources department.

"We believe that this is a very good way to both market ourselves as a company and recruit employees," says Iréne Adenborg of the human resources department.

"Here in Kista, there are a number of companies in the electronics industry and the Royal Institute of Technology and the University of Stockholm both have operations just a stone's throw from Kista centrum."

There is no question that Ericsson Saab Avionics received a great



Henrik Jonsson, a third year student at the Royal Institute of Technology, took his turn checking out the inside of the JAS 39 Gripen. Lars-Erik Ousbäck, of Ericsson Saab Avionics, talked about the products the company supplies for the fighter jet.

Photo: Lars Åström

deal of attention. The biggest crowds gathered around the JAS 39 Gripen, where young boys, technology students and older gentlemen alike strained to get a look.

Gunilla Tamm

Eva Salomonson is the project manager for the WCP project, which is being spearheaded by GSM Systems.

Photo: Per Myrehed



## Seminar aims at improving work

GSM Systems' major project to improve lead times and increase quality, known as World Class Provisioning or WCP, recently gathered 65 design managers together from around the world.

The goal of the project is to establish a workable improvement plan that will halve lead times, improve quality tenfold and increase productivity fourfold.

The project began in January 1998 and is expected to last three years.

"We've now come to the halfway point and it is time to disperse projects throughout the organization," explained Eva Salomonson, project manager for WCP. Today there are approximately 600 employees involved in the project in one way or another. Once it is implemented, a total of 8,000 people will be affected. Within the framework for WCP,

some 30 different projects have been undertaken.

One of the speakers during the seminar was Per-Arne Sandström, head of GSM Systems. He encouraged participants to view improvements as an obvious part of the work, rather than viewing them as a separate project.

The WCP project should lead to both new ways of working and thinking. An important part of new work routines is to create interdisciplinary teamwork. Other questions involved with the project have to do with human resource issues such as different kinds of compensation and methods for stimulating employee development and learning.

Gunilla Tamm

[gunilla.tamm@lme.ericsson.se](mailto:gunilla.tamm@lme.ericsson.se)

<http://gsmssystem.ericsson.se/wcp>



Everyone who climbs up masts or conducts other work in high places, needs to complete a climbing course.

## Climbing safety a priority

Everyone who climbs up masts or who conducts other kinds of work in high places needs to complete a climbing course and be provided with the appropriate equipment. Otherwise their managers risk severe sanctions should an accident occur. These requirements are included in new safety rules developed by the National Board of Occupational Safety and Health.

These regulations, of course, apply worldwide for Ericsson, which has hundreds of installers who climb towers, often 100 meters tall, or on roofs and walls to install radio equipment. As a result, the GSM Systems business unit has developed, together with Crux and Tera-com, a new climbing method and a training package that includes a half-hour videofilm, a safety manual and other materials.

## English and Swedish first

"Initially, the video will be available only in English and Swedish, but eventually it will be put on CD and will then also be available in French, Spanish, German and Mandarin Chinese," says Curt Löfqvist, of Ericsson GSM Systems, who participated in producing the videotape.

The climbing class deals, of course, with physical safety, including the fact that one should always work with a partner. A person who falls and ends up hanging from a safety line does not have a great deal of time to be rescued since one can rapidly encounter blood circulation problems. Another important lesson is how to save a person in an emergency situation.

## Time and money

Of course, the course is also about time and money. It goes a lot faster when working with the proper equipment. Take working on walls, for example, a relatively new experience for Ericsson. Using the new safety methods, one can lower oneself down from a rooftop to work, rather than having to close off streets and bring in cranes to mount antennas or base stations on walls.

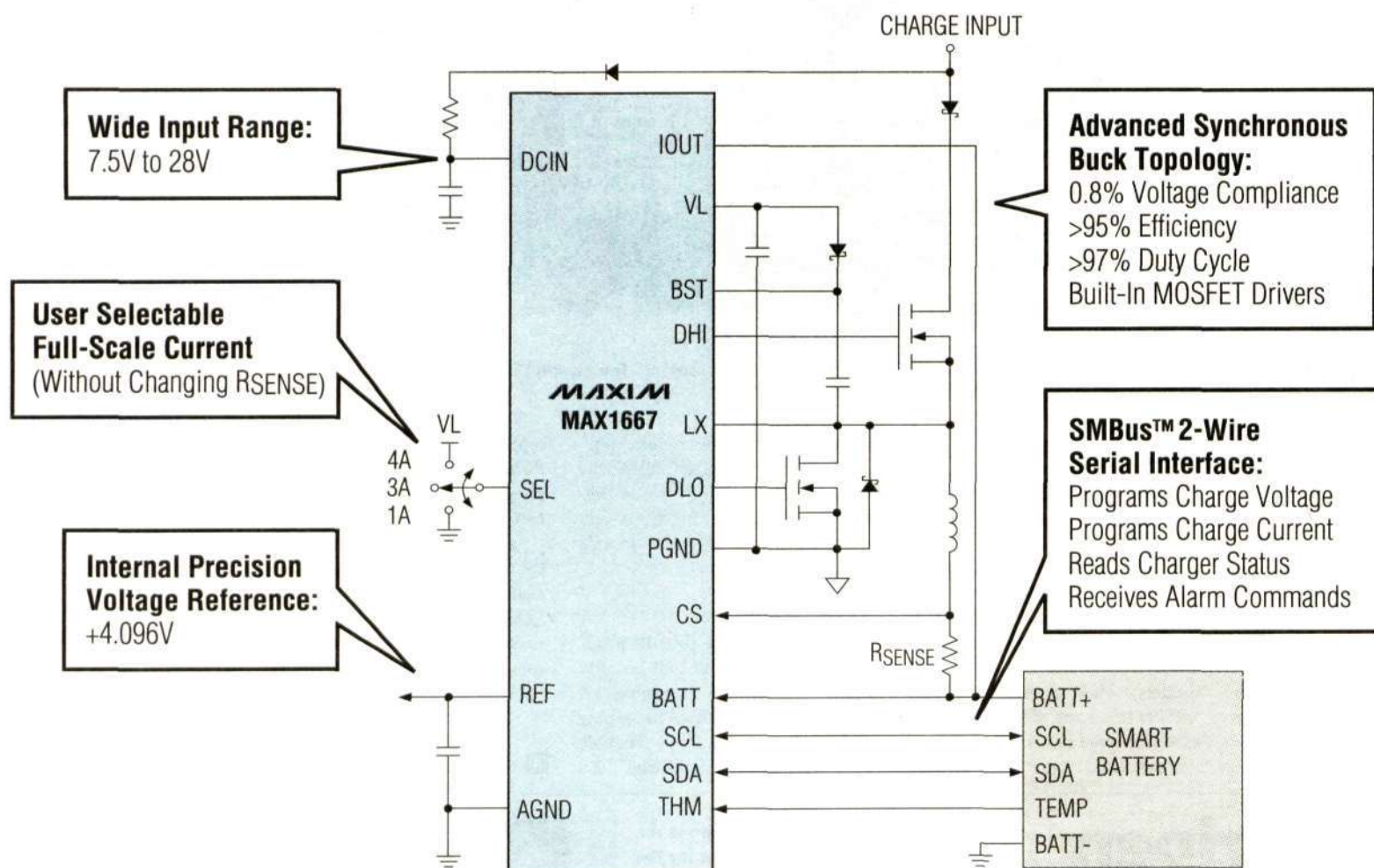
The videotape "Safe Climbing", which is aimed primarily at those managers affected, can be ordered using memo id ERAKOP for KTE 110 05/01Sv or KTE 110 05/01En.

Lars Cederquist

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# UK wants to be biggest in electronic commerce

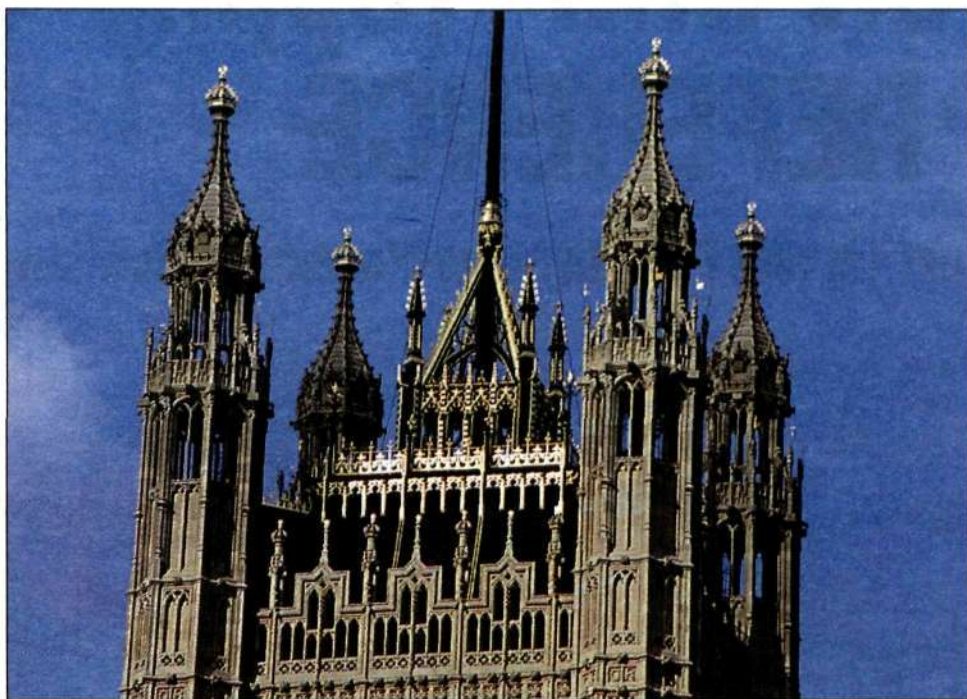
Recently, the British government presented a plan outlining how to make the U.K. the best country in the world for electronic commerce.

The government issued a report with the enticing name of e-commerce@its.best.uk. The report contains 60 proposals that are intended to make the U.K. a power to be reckoned with in the electronic commerce arena.

A special minister for small business and electronic commerce has been appointed. Her name is Patricia Hewitt and she was formerly the U.K.'s high commissioner to Australia. A special envoy for such issues, Alex Allan, will assist her. The two will promote Tony Blair's views on these issues.

The report has identified four barriers that must be overcome. A judicial framework for issues relating to electronic commerce is lacking.

Likewise, there is a lack of understanding surrounding issues regarding electronic com-



The British government has appointed a minister with special responsibility for electronic commerce. This is part of an ambition to make the U.K. the world's best nation for electronic commerce.

Photo: Lars Åström

merce and the opportunities it offers. Competition in the Internet access market is also lacking in the U.K., as is con-

sumer confidence in making such transactions over the Internet.

A law that would approve elec-

tronic signatures is also being prepared in the U.K.

Patrik Lindén

patrik.linden@lme.ericsson.se

## BT strengthens its position



BT is investing overseas. Collaboration with American operator AT&T has led to rapid expansion. Photo: Lars Åström

The grandiose plans for a merger between American operator MCI and the U.K.'s British Telecom were dashed in the summer of 1997. At that time, it appeared as though BT would have a difficult time succeeding in the international marketplace. But BT found a new partner in its rival AT&T.

In 1998, the two telecom giants agreed to cooperate on the international market. This collaboration has resulted in sales of USD 10 billion.

BT has also made investments in other operators around the world and currently

owns portions of 64 different companies.

BT's overseas investments have primarily been in Europe, North America, Asia and the Pacific. The plan has been to enter these markets by working with local partners.

In Europe, BT has joint venture operations in all the major European countries. Combined, these companies have landed eleven fixed and mobile telephony licenses. BT's tactic can be summarized as "Think Global, Act Local." BT has a tendency to invest in newly established operators rather than buying its way into former monopoly operators.

In its home market in the

U.K., BT is making heavy investments in mobile telephony and the Internet. In Asia, BT has acquired cellular operators in South Korea, Malaysia and Hong Kong. In July this year, BT signed a contract with China Telecom regarding the distribution of Concert, BT's international operation. Today, China is a closed market to foreign companies, but BT says that it will be one of the first to enter the Chinese market when it does open.

BT is one of the world's fastest growing operators and an important customer for Ericsson.

Patrik Lindén

### INDUSTRY NEWS

#### BT buys Italian

► The U.K. based operator, BT, has confirmed that it is buying 32.5 percent of the Italian Internet provider LNet for 13 million pounds.

BT already has interests in Italy through its partial ownership of Albacom, a fixed telephony operator, and Bluetel, Italy's fourth cellular operator.

LNet has approximately 3,500 large and medium-sized companies as its customers, including the Italian stock exchange, the La Repubblica

newspaper and the well-known Benetton clothing company.

#### Poland issues 1800 license

► Poland's second largest mobile operator, Polkomtel, recently received a second license for the 1800 band. This occurred one month after Poland's largest mobile operator, Polska Telefonia Cyfrowa, received a similar license.

The Polish cellular market has grown rapidly, up to 1.5 million users last year com-

pared with 50,000 users five years ago.

The market is predicted to grow twice as large within three years. Polkomtel is owned by Tele Danmark, Air-Touch and the Polish copper manufacturer KGHM Polska Miedz.

Maciej Srebro, Poland's telecommunications minister, has also announced that a license for fixed long distance telephony will be auctioned off to increase competition. This is part of an overall plan to increase Poland's telephone density from its current 20 to 30 telephones per 100 residents.

#### IBM sells network units

► IBM plans to withdraw from the network equipment market after signing an agreement to sell those units to Cisco.

Instead, it will operate in the future as a distributor for Cisco, selling solutions jointly developed by the two companies.

According to the agreement, Cisco will pay USD 300 million for IBM's patents and agree to buy USD 2 billion in components from IBM over the next five years.

### COLUMN



Sirpa H. Ikola

## E-commerce attractive in Asia

It is high time for Ericsson to catch the Internet train in Asia. When worries about the millennium have died down, all the IT resources will be freed up and Asian organizations will be able to concentrate on e-commerce and the supply chain's integration with the Internet. In Europe and the U.S., cooperation with contents companies is already under way. Internet use is now growing steadily in Asia and it is important that Ericsson take the lead.

AT THE END OF 1998 there were approximately 15 million Internet users in Asia. This market is expected to grow at an annual rate of 40 percent during the next five years to a total of 64 million users by 2003. That growth rate is twice that of the U.S., which is usually considered as the benchmark for Internet statistics.

The Asia Pacific (excluding Japan) Internet e-commerce applications market topped USD 20.8 million in revenue in 1998, up 104 percent from USD 10.17 million in 1997. The region saw the start of strong growth for this market in 1998 as an increasing number of organizations and their IT professionals adopted Internet commerce software products rather than developing their own Internet e-commerce solutions. More than anything, content, business relationships, a better customer interaction and a local feel and taste are the keys to the world of e-commerce in this region.

THE PORTAL SITES are expected to wield a great deal of power over the traffic flow on the Internet. Hence, it is sensible for them to direct visitors to their own e-commerce hubs, which in many cases are built using their own products.

Vendors will find that the key success factor in penetrating the Asian markets depends on how much effort is made to localize their technology. Local language sites with local content and a thorough understanding of cultural issues that preclude online buying are prerequisites for success.

Portal revenues must come from either advertising or e-commerce. Companies like China.com, Sina.com and AsiaWorld Online are prime examples of the new breed of Asian portal companies with big visions.

They compete head on with the big name portal companies such as Yahoo or AOL, who are strongly committed to bringing their American expertise to the region and to localizing the service. The local companies have an advantage. They target clearly defined groups of on-line dwellers, the Chinese and Filipinos throughout the entire world. The Asian Portal companies have a lot to gain since Asians might instinctively prefer to use an Asian-branded portal.

So where does Ericsson fit in?

Mobile portals and mobile e-commerce are rapidly becoming the next great hype. Stock quotes, e-mails, news headlines, and movie reviews etc. can be accessed with your mobile phone. The portal companies have an inherent interest in penetrating the world of wireless Internet.

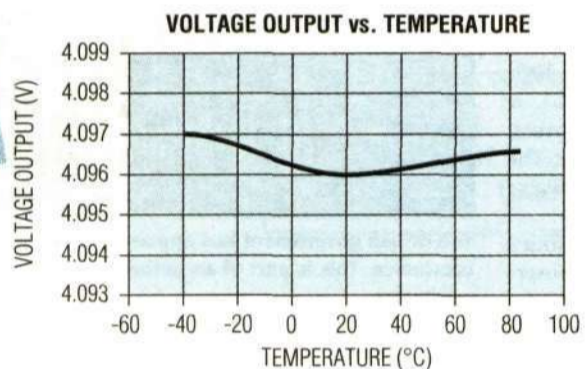
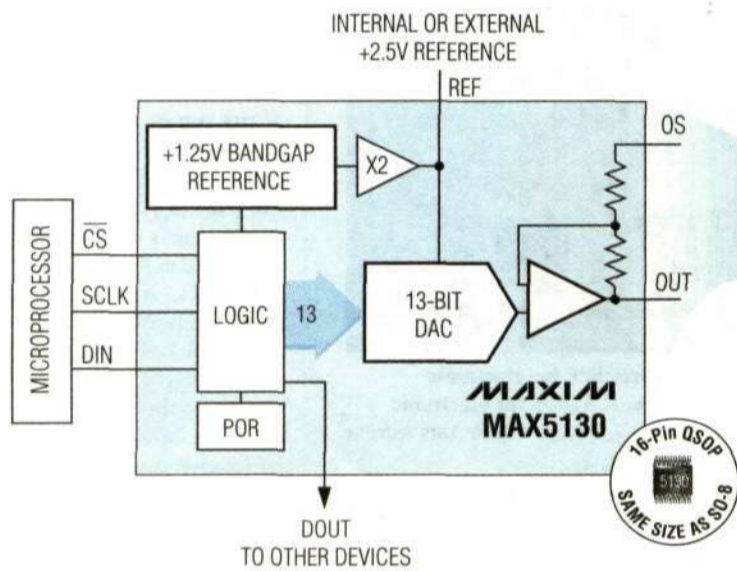
MOST E-COMMERCE SOLUTION providers and content providers are keenly eyeing mobile phone equipment vendors. Our carrier customers are asking us for help and advice.

It's time for Ericsson to jump on the bandwagon of this new emerging business and take a lead in it. Our unique selling proposition is to offer more than just the hardware. It's all about building relationships with portal companies, web developers and content providers in order to broaden our portfolio and become a remarkable player in this area. We will gain by creating this new market instead of just following it.

Sirpa H. Ikola, regional analysis manager, LME/DMI Asia Pacific

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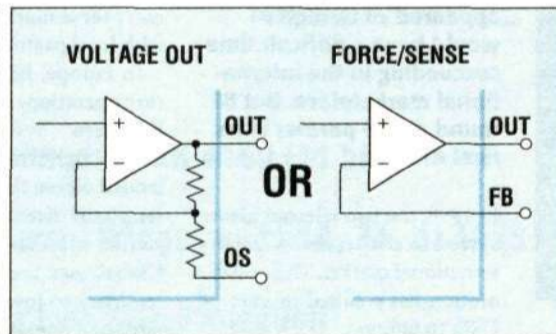
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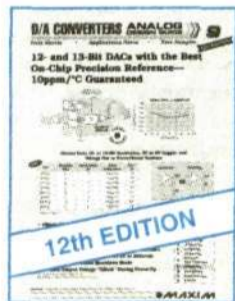
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MAX5130	13	5	Voltage Out	4.62
MAX5131	13	3	Voltage Out	4.62
MAX5132	13	5	Force/Sense	4.62
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# Saraide.com adapts data for terminals

The Internet company Saraide.com, located in Silicon Valley south of San Francisco, was formed less than one year ago. Within five years, the company expects to reach USD 1 billion in earnings with a profit margin of 30 percent. Just over three months ago, Ericsson announced that it had acquired a portion of the company, which is continuing to expand.



Ericsson bought part of Saraide.com last summer, in order to learn more about the market and to promote the market for these types of services. Saraide.com's head office is located just outside San Francisco.

Photo: Patrik Lindén

It was quite evident during Contact's visit that the company is growing. Their main office was in the process of being moved to a bigger facility nearby. Everything at Saraide.com revolves around Internet-based mobile data services. Currently, there are 14 operators who are using systems from Saraide.com.

"We're not out to make Dick Tracy applications, but rather relevant services that people can use. We take some of what exists out on the web and adapt it to create a service that can be

used with a mobile phone or some other portable device," says George Richard, Chief Financial Officer at Saraide.com.

That could be share prices, flight schedules, sports results, news, weather, etc. In other words, these are items which already exist on the web but which Saraide.com adapts for mobile data services, taking into account smaller displays and lower transmission speeds.

"We're focused exclusively on operators and are integrating our technology into their existing systems. Consumers, the end users, don't know that it is Saraide.com's technology, which is being used. Rather, it is the operator's brand name that is visible," says George Richard.

#### Catalyst

It is in Ericsson's interest for this market to be successful.

"We see this investment as a catalyst. Saraide.com can offer operators a fast and easy way to put new services onto the market. Ericsson is involved so that it can understand and learn about the market," says Jan Lindgren, head of Wireless Internet Solutions at GSM Systems.

"Saraide.com is a company with a clearly defined strategy. It has an experienced management team which has previously been involved in operating new IT start-ups aimed at established companies," says Jan Lindgren.

Saraide.com has experience from both the datacom and telecom worlds and is therefore

able to offer services that maintain the high standard and robustness that telephone customers have come to expect.

For Ericsson, the Saraide.com purchase has been advantageous for several reasons.

"It gives Ericsson the opportunity to sell development services to Saraide.com and at the same time allows the company to add Saraide.com services to the bids which it submits to its customers," says Jan Lindgren.

#### All interfaces

The business concept behind Saraide.com is to deal with all the various interfaces that exist between a consumer's cell phone or electronic diary and sources on the Internet. It doesn't matter which radio interface or Internet protocol is being used, Saraide.com handles all techniques. Operators do not need to worry about technology. Saraide.com takes care of all the contacts between content providers and packages content, which can be supplied to consumers.

The basic concept, which has made all this possible, came from the Canadian company Nortel, one of Ericsson's competitors. In 1996, they had an idea of how this could be done, but realized that it did not really lie within the framework of Nortel's core operations. As a result, the operator Microcell was contacted as was Omnipoint. The risk capital company GSM Capital, which has many large operators to its name, also became involved in the discussions. It was out of this that Saraide.com was born. Ericsson joined this group in June this year.

There are many indicators that point towards the future success of Saraide.com. Mobile data services are expected to be worth USD

10 billion by 2003 in Western Europe and the U.S. alone. By that time, between one fifth and one fourth of all mobile phone users are expected to make use of mobile data services, while operators' revenues from mobile data are expected to be around 10 percent.

"The challenge for Saraide.com's solutions is to avoid the use of computer monitors and instead package the information so that it can work on all kinds of portable displays," says Jan Lindgren.

#### Rapid growth

Saraide.com currently employs about 150 people. Of those, around 50 of them are involved in research and development in Ottawa, Canada, approximately 40 people work for operations in Dallas, in the U.S., and 30 at the company's headquarters in San Mateo outside San Francisco. Sales and marketing offices in Europe employ a total of about 40 people.

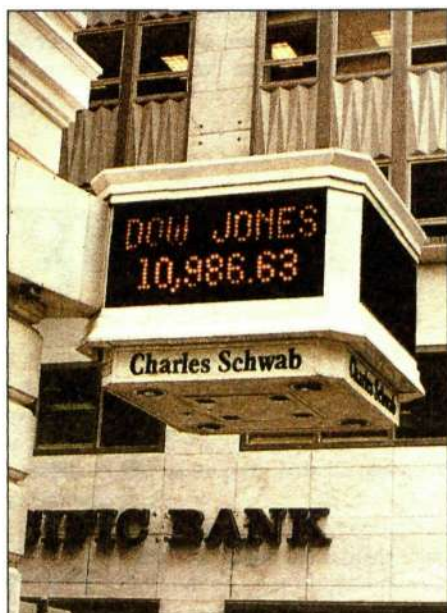
Patrik Lindén

patrik.linden@lme.ericsson.se

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#### MYTHOLOGICAL LINK

In the legend of King Arthur and the Knights of the Round Table, there was a woman named Saraide. She was the one who gave King Arthur the sword Excalibur. With it he would be able to fulfill his destiny. In the same manner, Saraide.com can provide its customers, operators, the possibility of fulfilling their destinies by offering mobile data services for consumers.



News services for mobile phones are Saraide.com's business concept. This can include share prices, weather, sport, etc.



Jan Lindgren



A total of 500 positions are being planned at Ericsson Shared Services in Hallonbergen, outside Stockholm. "We have every opportunity to take the initiative to improve administrative operations," says Gösta Burlin, president of the recently formed Ericsson Shared Services AB. Photo: Bernt Josephson

They have plans to simplify all sorts of administrative routines at Ericsson. They are going to create a unified accounting system and reduce company costs. And they will be a cost-efficient asset to the operational aspect of the business, starting in Sweden and then gradually extending to include Ericsson's operations around the world.

"This is a stimulating challenge. All kinds of opportunities are available to us to take the initiative for improved measures," says Gösta Burlin, president of the newly started company, Ericsson Shared Services AB.

## Their task is to simplify

**T**he decision to form Ericsson Shared Services was made at the beginning of 1999. This past summer, the company's first employees moved into their offices in a nine-storey office building in Hallonbergen, on the outskirts of Stockholm. The operation is now increasingly taking shape.

### Faster routines

The main task of this new company is to create simple, fast and efficient routines. The company will support certain aspects of the corporation's operational units, providing the continuous administration needed to maintain operations. These include dealing with finances, some of the purchasing and links to human resources and real estate services.

Initially, Ericsson Shared Services is meant to operate as a support unit for the corporation's four largest companies in Sweden – Ericsson Radio Systems, Ericsson Mobile Communications, Ericsson Telecom and Ericsson Business Networks.

"We're starting out on the business side. Over 300 people from the four companies' finance functions have moved over to us. Eventually, the plan is for other administrative functions to move here, both physically and organizationally. We're planning on having a total

### FOCUS ON BUSINESS OPERATIONS

The services offered by Ericsson Shared Services form a kind of collective support organization, allowing companies to focus on business operations while contracting out certain administrative services to other companies who specialize in those services.

These could include, for example, finances, payroll, human resources administration, customer billing or purchasing operations. Ericsson has, as a first step,

of 500 positions at Hallonbergen. We're still looking for between 50 and 100 economists to fill various positions," explains Gösta Burlin, president of Ericsson Shared Services.

### Purchasing unit

In addition to Shared Financial Services, the company also has a unit involved in purchasing operations – Shared Sourcing Services – as well as a link to employee administrative services within the employee function in Sweden.

By gathering all the administrative functions together under the same roof, the corporation hopes to achieve significant cost savings and improvements in efficiency.

### Significantly lower costs

Over a five-year period, the management of Ericsson Shared Services expects to lower costs by between 40 and 50 percent for those portions of Ericsson that are the company's customers. Savings will be realized by combining and simplifying several administrative systems. The number of consultants and contract employees will be reduced, while at the same time a smaller workforce than before will be required to operate new uniform systems.

chosen to contract out a number of administrative services for its four largest companies in Stockholm to Ericsson Shared Services.

The U.S. is a leader when it comes to this trend. About 30 percent of the 500 largest companies use some form of Shared Services.

Within the next few years, perhaps 30 to 40 percent of the largest international companies within Europe will have chosen similar solutions.

"We don't need to keep reinventing the wheel. Now both we and our customers will have the opportunity to work in a unified manner and take advantage of economies of scale. We're gathering up the best routines and using them when we create new policies and processes," says Gösta Burlin.

He is careful to emphasize that the company's operations will be marked by skilled expertise, motivated employees, simplicity, high quality and standardization. The company will eventually apply market-like requirements towards its customers, taking advantage of the synergies that occur when combining operations.

"The effort to combine the company's administrative operations into a separate company is in line with current trends. Many other larger companies are implementing similar changes. The marketplace is also expecting Ericsson to keep up with this trend," says Gösta Burlin.

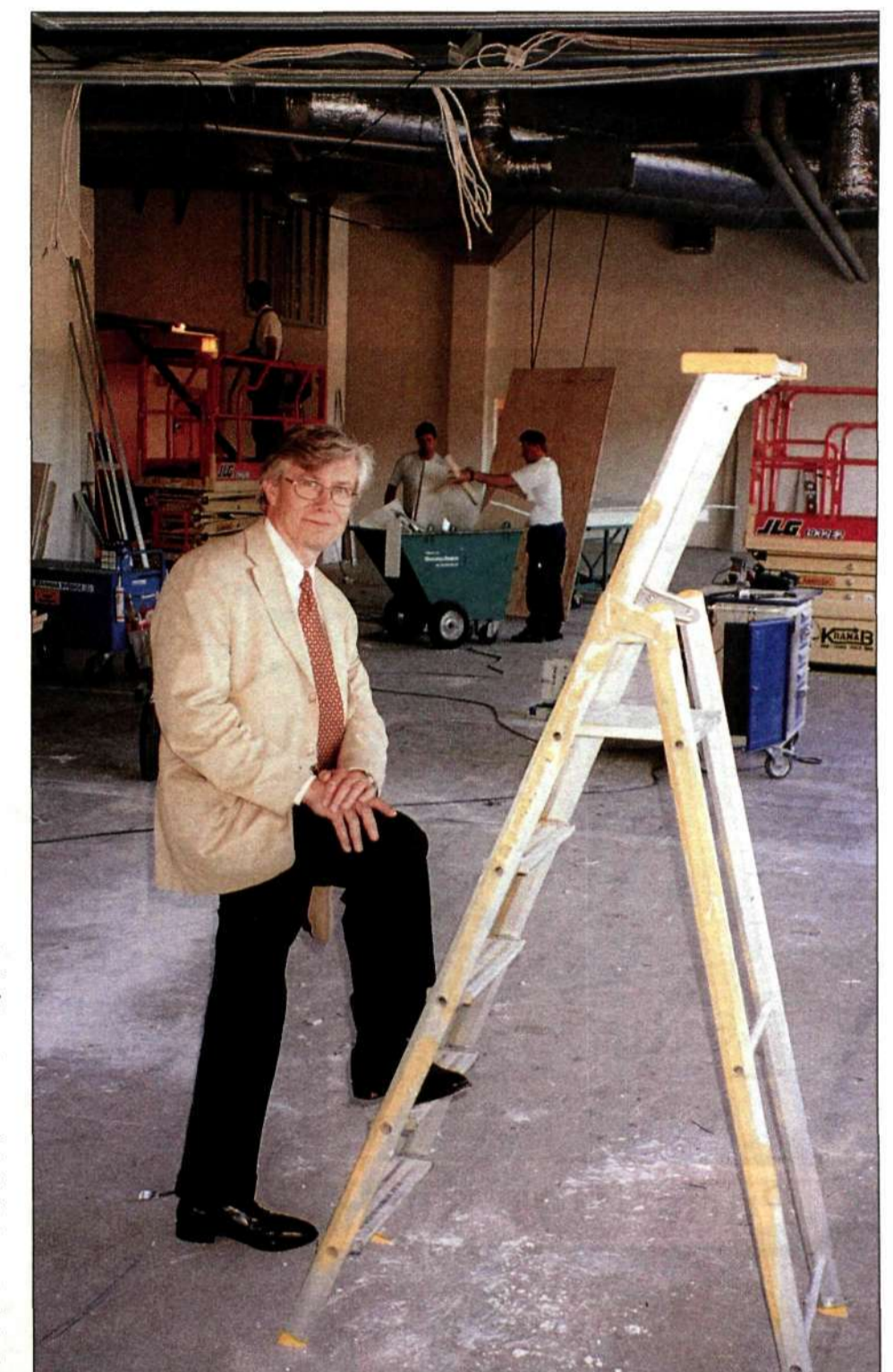
### Pilot operation

Ericsson Shared Services is a pilot operation. The plan is for the company to begin by working with the four largest companies in Stockholm. Eventually, services will be offered to Ericsson's other companies in the region, and in time this model will be used to establish similar operations around the world.

"Within a ten year period, similar Ericsson operations will be found in all the world's time zones. That means there will be corresponding operations in the U.S., Asia, Europe and Scandinavia," predicts Gösta Burlin.

Bernt Josephson

http://esg.ericsson.se



"It will be exciting to be involved and influence the process of change within the company," says Bo Fristedt, head of Shared Financial Services within Ericsson Shared Services.

## New company handles a million invoices

Their operation has the heaviest workload in the new company. They will be handling over one million suppliers' invoices per year. Partly through the use of new data routines, Shared Financial Services will also be able to support other parts of Ericsson.

"We're going to take the lead in implementing the process of change, establishing a network and making sure that everyone takes advantage of the varied expertise found in different parts of the company," says Bo Fristedt, head of Shared Financial Services within Ericsson Shared Services.

Bo Fristedt sees major opportunities for Ericsson Shared Services to build up a good working relationship with employees, offering workers skills development and good career opportunities. The biggest challenge, however, will be to participate in changing the underlying operating processes within the company.

### Pioneers

"To some extent, we are pioneers. We're going to take advantage of various experiences and establish new routines – Leading Practices – that simplify things for everyone. It will be exciting and wonderful to be involved in influencing work within the company, and at the same time be able to see the results."

Shared Financial Services will be the largest part of the new company, and will employ around 400 people within a year.

A majority of them will work mainly on handling accounts receivable, travel expenses ad-

ministration, cash and currency transfers, customer invoicing, internal accounting and reporting.

In addition, there is a group that deals with project management for taking over the financial units of various companies, as well as a group that deals with VAT and tax accounting issues. Corporate Travel Management, which handles Ericsson employee travel and travel contracts the company makes, is also included.

### Save money within the company

"Thanks to the fact that we are now concentrating our resources, we avoid duplicating functions in several locations. We have already started some 15 different projects to further economize and save money within the company. Our goal is to achieve savings levels of around 50 percent," says Bo Fristedt.

Bernt Josephson

## School for future financial managers and controllers

Management at Ericsson Shared Services expects the new company to operate as a skills center and de facto training school for future financial managers and controllers within the company. One of the first tasks of management will be to break down any cultural differences that may exist between different units that are merging to form a new service culture.

Administrative personnel from four different Ericsson companies in Stockholm are now joining forces to work at one facility. Many of the employees came from Kista, while others came from Telefonplan. Some employees had previously moved from Nacka to Telefonplan. So of course there will be some cultural differences to smooth out at Ericsson Shared Services.

There has been a certain amount of opposition towards

moving to the Hallonbergen site on the outskirts of Stockholm. Public transportation is, perhaps, not the best, and the selection of stores within the immediate area leaves much to be desired for many. But the facilities are modern, bright and functional. Moreover, Hallonbergen is only a temporary solution in order to get the new company up and running. Within the next two years, Ericsson Shared Services will be moving its offices to Sundbyberg in northwest

Stockholm. Once there, the company will employ between 500 and 700 people.

### Achieve the desired effects

President Gösta Burlin is convinced that everything will work well.

"The most important thing right now is that we get up and running quickly, achieve the desired effects and produce results. This is an enormous opportunity for the joint development of administrative services. To be able to help build something from the ground up."

"After having worked with operations that 'only cost money' within different parts of Ericsson, we're now com-

bing a number of skills under one roof. We're ensuring expertise. We'll become experts at creating savings within our own operations and creating new, simplified administrative processes to save time and money for Ericsson. The ability to show that our operations are 'profitable' for customers will increase dramatically through our new organization," says Gösta Burlin.

### Great opportunities for employees

Now that so many functions mainly involving economists, which were once spread out, are concentrated in one place, Gösta Burlin sees great opportunities for employees in terms of personal growth and future career paths.

Bernt Josephson

Deregulation and speedy advances in technology are revolutionizing communications in Europe.

Europe's \$200 billion telecommunications business is up for grabs. Wire-line, wireless, web-TV and high-speed Internet access. Everything is converging and everyone wants a slice. Freelance journalist Bob Emmerson surveys the scene and finds one obvious winner - the consumer.

# Revolution in Europe



The communication market of Europe is not what it used to be. Deregulation has completely changed the scene.

Photo: Lars Åström

Not long ago, national monopolies controlled the various telecommunications environments in Europe. Known as PTTs (Postal Telephone and Telegraph), they set the telephone rates in their respective countries and an international group of carriers, fewer than 200 in total, set the tariffs for international calls. Governments supported this system and the result was huge, taxable profits.

However, this cozy situation was about to change. In 1984 came a landmark report suggesting deregulation and other steps to make the business competitive, and action was being taken.

The reaction was defensive. The PTTs formed alliances to protect the most lucrative business, the international telecommunications traffic of large corporations, particularly the multinationals. That strategy was flawed, because it assumed that the future would be an extrapolation of the past.

For example, rates that once were set in stone have crumbled. New competitors stole business from these former monopolies, now known as incumbent carriers. For example, in the last 16 months Deutsche Telekom has lost approximately 30 percent of its international traffic to new operators, such as Mannesmann and MobileCom. But the biggest impact has come from developments enabled by technology.

#### Telephony a commodity

Setting up business as an alternative carrier is incredibly easy. Turnkey solutions cost as little as \$50,000. Minutes are traded on the Internet - telephony has become a commodity. Overheads are minimal; margins run to 70 percent, and prepaid cards perform cash-flow miracles.

Lower rates are merely the tip of the iceberg. Added-value services, such as unified messaging - faxes, e-mail and voice mail in the same inbox - are the next key development in regular, wire-line telephony.

The traditional wire-line sector of industry isn't competitive anymore - it's cutthroat.

Calls made to wire-line phones reach places, not people. These are legacy devices that date back to the 19th century. The future of regular telephony is wireless.

GSM (originally Groupe Speciale Mobile, but now known as Global System for Mobiles) is the de facto global standard for digital wireless telephony, hence the name change. There are 327 networks around the world and roaming agreements are in place for 120 countries. Every month there are more than 10 million new mobile subscribers. The total number of users worldwide is expected to reach close to 1 billion by 2003.

#### A range of new services

As a result, users of mobile phones take international roaming for granted in most countries: The United States is among the exceptions when it comes to digital phones, because of varying technology standards.

Speedy development of GSM is creating the base for a range of new services and business opportunities. Transmission rates are increasing; packet switching (the transmission technology used in data networks like intranets and the Internet) is coming next year, and new-generation "smart" phones are being launched this year.

These will feature a micro-browser (a "Lite" version of a regular web browser) and enable new information services to be offered. These services will be hosted on the Internet and vir-

## He saw a gap to be filled

In 1996 Marshall Kavesh, an American citizen living in Germany, saw that deregulation was turning telecommunications into a commodity business and set out to create a low-cost, turnkey telecom system.

Kavesh, with backing from private investors, the state of Bavaria and the German government, formed European Computer Telephony (ECT) in January 1998.

By June of that year, ECT was marketing AutoCarrier, a robust telecom platform using industry-standard hardware with billing software and added-value applications pre-installed. AutoCarrier won Best of Show award at Voice Europe '98.

The current generation offers cost-optimized routing, customer billing, prepaid and post-paid account debiting, and can be used to create new services, such as free phone numbers, advertising telephony and one-number service.

A single voice engine can handle up to 420 simultaneous calls. Additional engines can be added to handle more calls. These are connected over a regular LAN interface. There is no upper limit on the number of calls that can be handled in this configuration.

ECT has developed a Java application that allows telecoms to generate and simulate call flows from a multimedia PC, thereby developing new added-value services themselves.

There are also web-based solutions that allow end customers to download billing data as well as configure their 800 or one-number service via the Internet. These solutions enable the telecom to reduce costs for customer administration and billing, and the customer is able to customize services at any time.

Deregulation is opening up for private initiatives in a sector long dominated by publicly-owned giants. Three years ago, Marshall Kavesh saw his chance.

tually anything and everything will be provided.

The Internet Protocol is the big one. In 1984 nobody could have predicted the seismic impact of the Internet and Internet technology.

The European PTTs are getting unexpected revenues out of the increased traffic generated by the Internet, but the combination of deregulation and competition is lowering their rates and margins. The former PTTs have high overheads, which means that they are unable to compete on price with the new, competitive carriers.

Since June 1998 the wholesale spot price for telephony minutes is down 35 percent due to ample supply. And in Europe, prices dropped by up to 80 percent between February 1998 and April 1999 for calls between cellular and fixed networks.

Traditional wire-line carriers also have a huge infrastructure investment in expensive switches that were expected to continue working for decades. Circuit switching is not required in the new world of IP, so instead of amortizing this soon-to-be worthless equipment over many years, companies will have to write off billions of dollars.

The new global operators, such as MCI WorldCom, RSL COM and Colt have built new

IP end-to-end networks from the ground up. Routers are much cheaper than switches, so they can offer competitive rates and cherry-pick the wire-line carriers' customers. And most of Western Europe has been rewired with thousands of miles of fiberoptic cable, enabling every kind of high-speed service to be offered along with carrier-class Internet telephony.

Fighting in this arena is going to be tough. In addition to their legacy hardware problems, the traditional carriers will have to shed thousands of jobs to bring down their costs.

Even so, the fastest growth of wireless IP is believed to be outside the public networks, in more flexible and newborn enterprise environments.

#### Winners and losers?

Customers will be the clear winners. Prices will keep falling and a raft of added-value services and new-generation communication applications are in development.

Circuit-switched communications will not disappear in the foreseeable future, but the future will be based on IP. Thus, things look brightest for the new kids on the telecommunications block.

Bob Emmerson



The consumer is the winner in the deregulated communications environment of Europe.

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Jan Uddenfeldt, Ph.D, Vice President of Research & Development, Ericsson Radio Systems

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# First switch for the BT deal

The first switch in the much publicised BT contract earlier this year, for a next generation network, has been installed. This took place at Ilford, outside London.

Intense co-operation between Ericsson and BT was the main aspect of the successful trunk switch swap that took place in the early hours of a recent Saturday morning.

This complex operation followed a count-down with go/no go checkpoints comparable to that of a NASA Space Shuttle launch. As part of the countdown, BT notified other licensed operators that use BT's backbone network that everything would be in place and traffic would run smoothly through the changeover.

That was a very public commitment that put even more pressure on Ericsson and BT to manage the Ilford 'hot-swap' successfully.

"For several weeks now, we have been having one or two internal review meetings and two with BT on a daily basis. Together with our customer, we have dealt with any problems as soon as they emerged and those included a number of so-called 'showstoppers', technical problems that threatened the changeover. However, there has been a mutual will to succeed and to co-operate. Without the stunning openness shown between Ericsson and BT, we

could never have made this remarkable achievement in so short a time," says Bert Nilsson, Programme Director, Ericsson's NGS Programme Office.

Nilsson pays tribute to BT's willingness to adapt its internal routines to help Ericsson progress very quickly and disentangle troubles effectively.

“BT has been very constructive, particularly in suggesting ways of mutually dealing with problems”

"They have been very constructive throughout, particularly in suggesting ways of mutually dealing with problems," Nilsson reveals.

He adds, "The positive and constructive attitude from the different Product Organisations within Ericsson has been another fundamental base for the success. The response times that we received in crucial situations were sometimes counted in minutes, even on Saturday evenings."

"It has been a great team effort with Richard Newman at BT, Chris Brown at Ericsson in the U.K. and myself managing programme issues and escalations, Geoff Robinson at BT with

Anders Teo at Ericsson Telecom managing the projects and, crucially, Tony Williams at Ericsson U.K. managing the technical interface with BT. And of course, we have all been backed by many committed people in both organisations," Nilsson concludes.

## Scrapping traditions

In January this year, the senior BT and Ericsson managers responsible for the NGS Contract sat down and agreed a commitment to a new way of working together. This was based on a recognition that the two companies would not be able to meet the very demanding timescales for NGS if they worked in the "traditional" way.

"Since then, we have been learning what that means in practical terms and it's been encouraging to watch attitudes changing. However, it's over the last two months or so that the changes have really become apparent. I have been particularly pleased with the way the teams in both companies have been working effectively together through a period of mounting pressure," says Chris Brown, Programme Director in Ericsson's NGS Programme Office in the U.K.

## Real commitment

According to the two programme directors, there was a real commitment in both companies to prioritising and dealing with the issues as they arose and a lot of people have worked long hours to achieve the success that is Ilford.

"However, as is the case for most important

achievements in our business, the celebrations must be short-lived. Having cut Ilford into service successfully, BT and ourselves now have to repeat the process at other NGS switch sites every two weeks until we pause for the Millennium freeze period. We then carry on at the same pace throughout next year," Brown concludes.

Martin Neander

## THE BT AND ERICSSON CON-

The contract is a frame agreement valued at a total of GBP 270 million over a five-year period. The initial part of the contract involves deliveries by Ericsson to BT of 11 narrow-band switches (latest version of AXE 10) and 1 hybrid AXE/AXD integrated switch.

6 of the narrow-band switches are to be deployed in BT's U.K. inter-city network before the end of 1999. These will replace BT's old System X switches.

The hybrid node combines circuit-switched voice traffic with packet-switched data traffic. In practice this means integrating AXE's software platform with the ATM switch, AXD 301, a solution creating a common infrastructure for both voice and data.

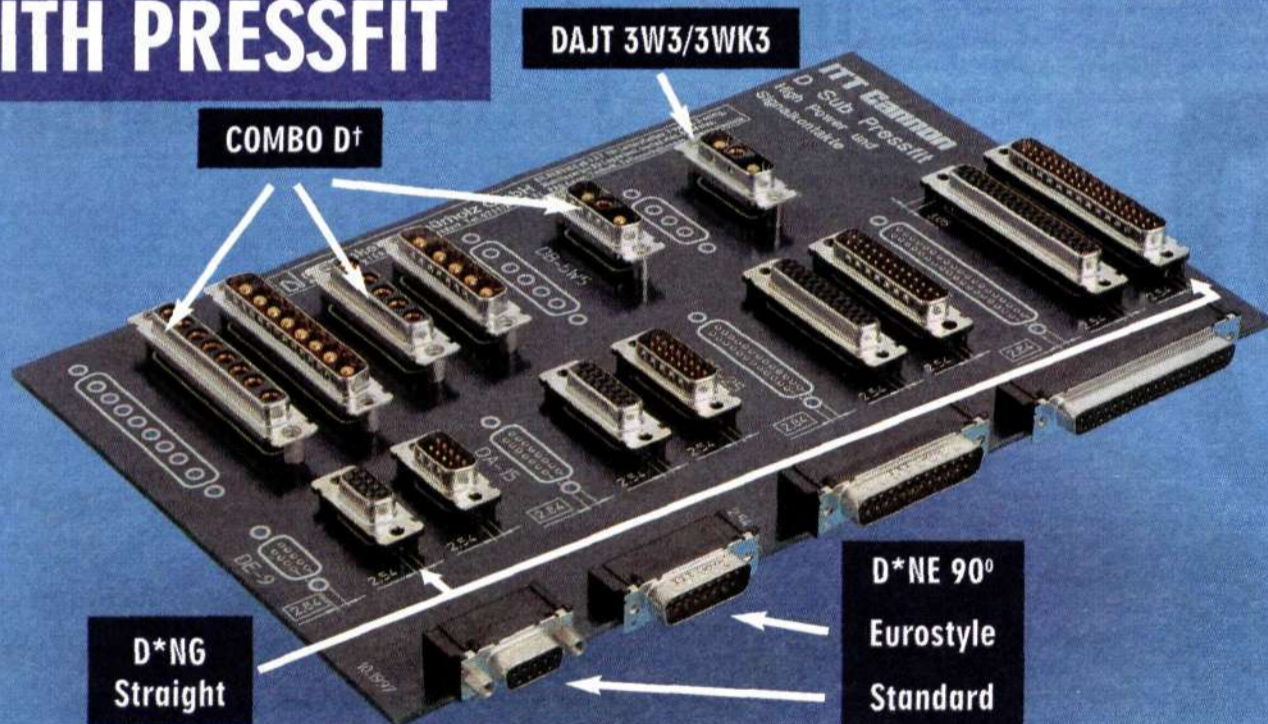
All together, this will help BT handle the huge growth of traffic, not least the rapidly increasing, capacity-intensive demands of data transfer. Using Ericsson's seminal solution, it will be possible for BT to dramatically increase network capacity.

## HIGH POWER WITH PRESSFIT

ITT Industries, Cannon Division's well-established combination D Subminiature connectors offer the advantage of an industry standard shielded I/O interconnect, with power contacts up to 40A, designed for power supply for any application and offering excellent protection against EMI/RFI.

Cannon has now developed high power contacts with pressfit termination. This eliminates the additional soldering process needed when using standard D Subs and Combo D / DAJT with high power contacts on a PCB.

High power pressfit contacts are available for the non filtered Combo D series D\*M as well as for the filtered series DAJT with integrated high quality ceramic filter arrays.



† Trademark of ITT Industries

- 40A at +60°C for a multilayer 6 x 35µm x 4,5mm
- 28A at +60°C for double layer 35µm x 4,5mm
- Robust design
- Available layouts are 3W3 / 3WK3 / 5W5 / 8W8
- Filtered / Non Filtered
- 90° version under preparation
- High performance and reliability
- Complete customer application tooling available
- High Power pressfit for well known and established D Sub layouts
- Already designed-in and approved by various key customers

To guarantee a proper positioning of the connector on a PCB - even under rough environment conditions - the connector is fixed on the PCB with special pressfit boardlocks swagged to the flanges. Using Cannon's pressfit technology the shell achieves perfect connection to the PCB ground by its gas tight connection with the boardlocks.

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# Ericsson products in focus during America's Cup

In the coming months, Ericsson will be sponsoring the America's Cup for the first time, the final leg of a five month long sailing competition in the Hauraki Gulf off the shore of Auckland, New Zealand. During the competition, Ericsson will be focusing its marketing efforts on wireless data communication and the KF788 TDMA telephone.

Ericsson, Compaq, Telecom New Zealand, Air New Zealand and Fuji Xerox are the main sponsors of America's Cup 2000, which begins on October 18.

"This is a golden opportunity to market Ericsson's products and services to operators, retailers, the media and the general public."

## Conduct seminars

"In order to increase awareness of Ericsson's systems, we will also be conducting seminars on wireless data communication and third generation mobile systems in conjunction with the competition," says Steve Inglis, head of marketing communications at Ericsson in New Zealand.

During the competition, all of the sailboats will be equipped with Ericsson's satellite system, the Global Positioning System.

A combination of GPS navigation, wireless data communication, CD-ROM and Internet technology means that sailing race enthusiasts will be able to track where the boats are, how fast they are sailing, wind speeds and more, through computer screens.

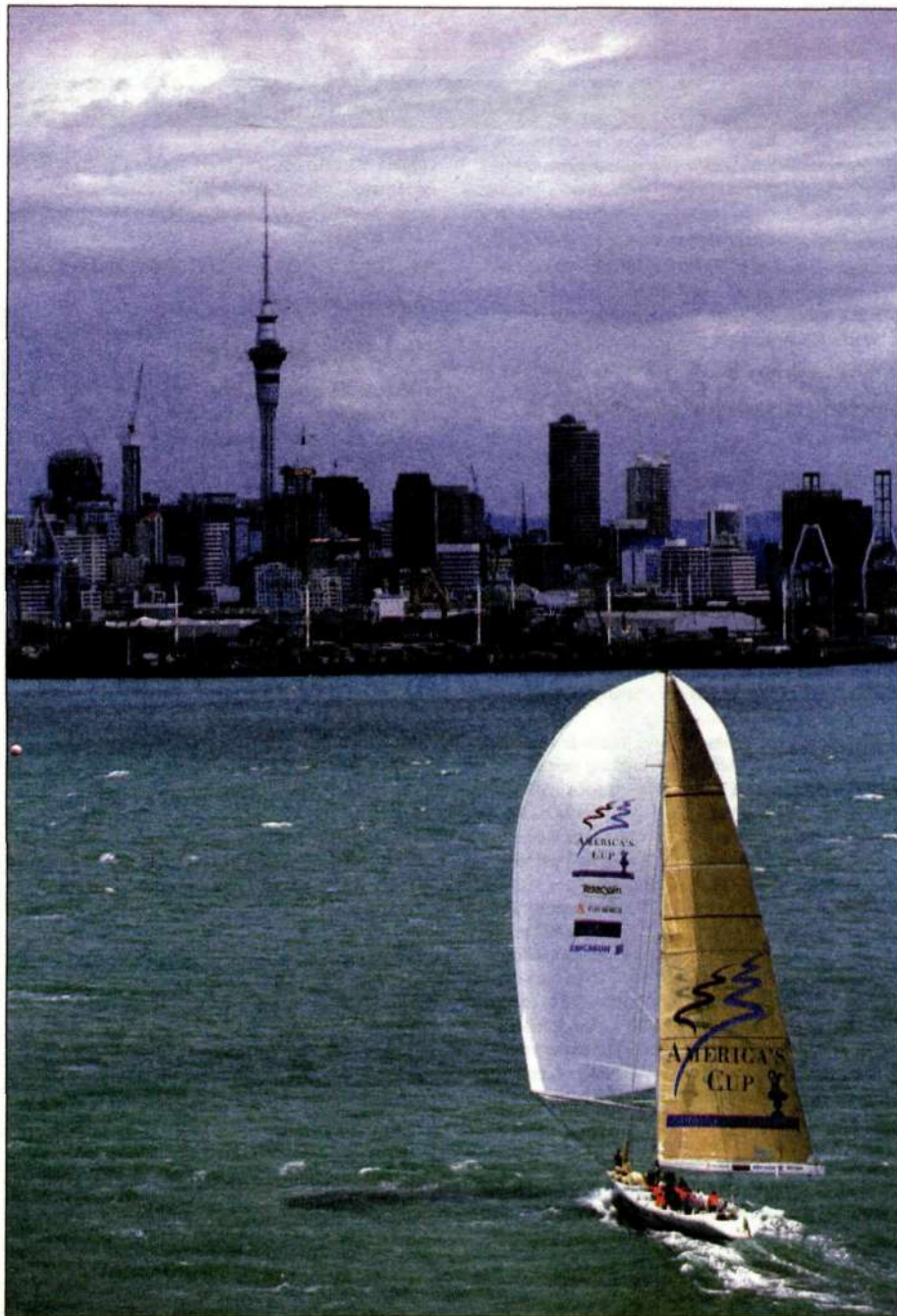
A specially designed system, Virtual Spectator, also makes it possible for the general public to follow the competition via the Internet.

## Marketing KF788

The sponsorship effort also aims at marketing one of Ericsson's newer telephones for TDMA networks, the KF788. The KF788 is the official mobile phone of the America's Cup and will be utilized by both event organizers and journalists.

"We believe that participating in such a prestigious race as the America's Cup will strengthen Ericsson's brand name. In order to have as much effect as possible, we have issued information about the race during our preparations, both externally at a number of technology trade shows, as well as to our market units within the organization," says Steve Inglis.

The race will be held over a period of five months, from October 18 until the end of



Ericsson will be sponsoring the America's Cup for the first time over the next few months.

February or the beginning of March. It all depends on what happens during the final event.

To begin with, there will be 13 teams competing from eight different countries. The semi-final and the final rounds in the challenger series will be held after two months.

The team that wins the final will meet the

previous race winner, Team New Zealand, in a final, concluding race.

Ulrika Nybäck

ulrika.nyback@lme.ericsson.se

americascup.ericsson.se

www.americascup2000.org

## SPONSORSHIP

Here is a list of some of the sponsorship and Corporate Citizenship activities being undertaken by Ericsson companies around the world over the next few months. Tips regarding events can be sent to: [ulrika.nyback@lme.ericsson.se](mailto:ulrika.nyback@lme.ericsson.se), of the Contact editorial staff.

**September 1 – November 30**, Ericsson Mobile Communications and Mobile Phones in Sweden will be sponsoring Göran Kropp's lecture series. In 1996, Göran Kropp climbed Mount Everest without oxygen.

**October 11** marks the start of the "Copa Ericsson" tennis tournament in Latin America. Ericsson in the U.S. (EUS) is the sponsor.

**October 18** marks the start of the America's Cup yacht race off the coast of New Zealand. Ericsson is one of five main sponsors.

**November 11**, MTV Europe Music Awards in Dublin, Ireland. Ericsson's headquarters in Sweden is the sponsor.

**February 10–13**, Ericsson in Australia, EPA, is sponsoring the Ericsson Masters golf tournament in Melbourne.

## ONGOING PROJECTS

**Ericsson in Canada** supports a project which helps people who suffer from domestic violence.

**Ericsson in Canada** is the sponsor of the BCTel Open golf tournament, a contract that lasts one year and started in January this year.

**Ericsson in Germany** is sponsoring the FNL Europé soccer tournament series, a contract that extends over two years.

**Ericsson in Taiwan** is sponsoring the "Ericsson Classic of APGA Tour" golf tournament in Taiwan.

**Ericsson in Brazil** donates money to the World Childhood Foundation. The money is used to help vulnerable or abused children around the world. Sweden's Queen Silvia Bernadotte established the foundation.

## FIRMA ERIC & SON



## IN BRIEF

### Roaming between GSM and 3G

► Ericsson and Swedish-based operator Telia have for the first time demonstrated live roaming between a commercially deployed GSM network and a 3G (third generation) system.

The demonstration connection is set up between Ericsson's WCDMA evaluation system near Stockholm and Telia's commercial GSM network. For the first time, GSM subscribers visiting Ericsson's 3G-demonstration center can "roam" into a 3G network, using their existing GSM subscriber identity and number to receive calls on a 3G mobile terminal, mounted in a test vehicle.

The test clearly demonstrates the co-existence of GSM with 3G.

# Vacancies

## AT ERICSSON

■ This is a selection of vacancies within the Ericsson corporation. They are also published on <http://www.ericsson.se/jobs/international.shtml>, International Openings, updated every second week.

To advertise: mail your adverts to employment.adverts@lme.ericsson.se.

Contact No. 15 1999

Updated September 22

### ERICSSON EUROLAB DEUTSCHLAND GMBH

The new international CAPC organization currently encompasses 20 design centers with the overall responsibility allocated at Ericsson Eurolab (EED) in Herzogenrath-Aachen, in Germany. A total of 1.900 employees worldwide are responsible for the development of Transit & Network Access applications. CAPC serves the Product Units for GSM, PDC, TDMA, NMT and all Fixed Local and Translocal and Trans-gate Systems.

Due to the need for new challenging projects in the Core Product Unit - Application Core we are looking for a

### C-APC Project Manager Feasibility, Development & Follow-up

● The C-APC project office has a dynamic group of overall project managers and administrators managing key projects at the core of all applications. These projects encompass subprojects and associated projects in Netherlands, USA, Ireland, Finland, Sweden, Norway, England, Spain, Italy, Germany, Denmark, Australia, Mexico, Croatia, Brasil and Greece covering a vast range of development areas at the leading edge of technology.

REQUIREMENTS: Bachelor of Engineering degree with specialisation in ecommunications, or equivalent. Four years work experience in technical aspects of ecommunication. Three years proven experience in project management. Good knowledge of PROPS, project planning, budgeting and management methods.

Good knowledge of mobile ephone systems and Ericsson business practices would be an advantage. Resourceful, flexible, initiative, good communication, cooperation skills and a good ability to work under pressure are important personal qualities. Traveling is a natural part of the job. Fluency in written and spoken English is required. Furthermore you should have strong interest in people and be willing to develop as a leader.

MAIN TASKS: Lead a large ephone system project with full responsibility for fulfillment of Ericsson's commitments to our customer. The Project Office is located at Ericsson Eurolab Deutschland in Herzogenrath. The position reports directly to EED/U/OPC, Manager of the Project Office.

Contact: Human Resources, CAPC EED/H/R, Simon Seebass, +49 2407 575 163, eedsims@eed.ericsson.se, EED/U/OPC, Imo Freese, +49 2407 575 469, eedwtf@eed.ericsson.se.

### ERICSSON EUROLAB DEUTSCHLAND GMBH

The CSS/GSM Operations has the overall operational responsibility for the Circuit Switching Systems in all GSM based applications. The Headquarters of the CSS/GSM Operations are located in EED Herzogenrath (Germany). Co-operating units from all over the world belong to our international organisation, e.g. selected units in Sweden, Finland, Spain, Great Britain, Italy, Greece, the United States, Australia, China and other countries. For the System & Product Management we are looking for

### System engineers - Migrating from GSM to the Future

● We are working in the area of GSM 900, 1800, 1900 and UMTS systems. We are looking for people that want to become system architect, technical coordinator or take a leading role in the forefront of mobile ecom evolution. You directly control the next version of Ericsson's products in the mobile world market.

Suitable candidates have proven experience in one or more of the following areas: ecom/real time operating systems, ATM and IP protocols, O&M, CORBA, network management systems and middleware. In addition you are team and result oriented, take initiative and have good self motivation.

You should preferably have an interest in standardization and shaping of marketing messages to promote Ericsson's Core Network products in the area of UMTS. You should enjoy to work on an entrepreneurial basis and have the ability to set priorities right within an ever changing environment. Opportunities for travel, networking, personal and technical development are outstanding.

For these positions we require that you have 5-10 years of relevant industry experience. Please refer to the department homepage in the www for further information about

the department's activities <http://www.eed.ericsson.se/services/eed-x-d/Welcome.html>.

Contact: Per Ljungberg, +49 2407 575 609, eedplj@eed.ericsson.se, Frank Hundscheidt, +49 2407 575 223, eedfrh@eed.ericsson.se, Frank Adelhardt, +49 2407 575 287, eedfad@eed.ericsson.se, Simon Seebass, +49 2407 575 163, eedsims@eed.ericsson.se.

### ERICSSON BUSINESS COMMUNICATIONS, CANADA

#### Business Manager, Wireline Switching

● Job Requirements: Five to six year experience developing marketing strategies and plans. Two - three years experience completing business analysis and developing business plans. An MBA or other business degree, or equivalent experience. Technical background on Wireline Switching, specially in International Switching. Expert skills in managing complex multi-functional processes. Strong initiative Strong business sense and analytical ability.

Job Description: P&L Responsibility for Wireline Switching Products (specifically international switching products) towards Canadian market. Monitors marketplace performance and financial results of Wireline Switching Products, including profitability and delivery of customer needs. Support EMC Sales teams by providing customized business solutions/responses to customer requirements.

Will work with Contract Managers and Account Managers to address Ericsson Sales Business Units needs. Will secure Product Management support for Canadian opportunities from Ericsson Wireline Switching Product Units. Business interface with Ericsson product units. Responsible to communicate Canadian market opportunities, market developments, and pricing levels to product units. Secures from product units up to date information on product pricing, cost and margins. Provide product portfolio business cases both general and for the Canadian market.

Main responsible to create and maintain product business plans for the Canadian market. Deliver presentations with a focus on business cases for potential applications and solutions to customers and/or presents/speaks in sales and marketing forums, trade shows, seminars or workshops.

Participate actively in tenders. Responsible for providing pricing and P&L responsibility for the product towards EMC. Main player on contract negotiations representing the product side. Product life-cycle management for the Canadian market: launch, pricing, presentations and retirement. Work with Marketing (Business Strategy), Service Solutions and Product Managers to drive product life-cycle events.

Contact: Luis Blanco-Alonso, Director, Fixed Networks Solutions, Ericsson Communications Canada, 5255 Salite Drive, Mississauga, Ontario, Canada L4W 5E3, Phone 1 905 629 6700, Fax: 1 905 629 6701.

#### Strategic Development - Wireless Internet

● Job Requirements: Five - six years experience developing marketing strategies and plans. Two-three years experience completing business analysis and developing business plans. An MBA or other business degree, or equivalent experience. Strong background in Wireless Data/IP/ Cellular Systems is required. A history of product management and/or product development would be key. Expert skills in managing complex, multi-functional processes. Strong initiative-able to proactively manage long cycle processes through roadblocks. Strong business sense and analytical ability.

Job Description: The purpose of the function is to initially perform an in depth market analysis from Wireless Internet in Canada, to define and communicate strategic product messages to external and internal customers. The function will be responsible for defining and planning strategic business development opportunities and for bringing the identified opportunity to an execution phase.

This individual will ultimately manage the marketing mix for existing products, additions to a product portfolio, the marketplace performance of a product portfolio through the product life cycle, from market assessment and strategy development to product and marketing plan execution and the monitoring of financial results. This function orchestrates the product processes through one or more customer account groups.

Contact: Mark Henderson, General Manager Business Strategy, Ericsson Communications, 5255 Salite Drive, Mississauga, Ontario, Canada, L4W 5E3, Phone +1 905 629 6700, fax: +1 905 629 6701.

### ERICSSON LTD, UK

#### Product Manager

● Role Summary: The Product Manager is responsible for developing product plans (medium term) and product programmes (current development activities) for the applicable SDH product areas, in order to maintain Ericsson's competitiveness in the market place. He or she provides the business sector with technical support for tenders and other marketing activities and interfaces with development groups throughout Ericsson. The product manager furthermore monitors the profitability of the product, as well as handle the product life cycle.

Key Responsibilities: The Product Manager is responsible and accountable for decisions regarding the technical direction of the products and for agreeing the technical and commercial elements of business development opportunities together with other organisations within Ericsson.

The product manager in particular has the following responsibilities: Develop product strategies and plans for specific product lines based on market requirements and trends. Maintain knowledge of developments in Transmission Systems and the market place including competitor information. Identify technical business opportunities and investigate required product evolution. Together with market and solutions organisations assess business opportunities, market values, and create business cases where appropriate. Actively support marketing of the product with general product features, unique selling points and business cases. Document product requirements in accordance with customer requirements and Ericsson's product evolution strategies. Provide support to the market and operations organisations in their business activities. Take part in regular technical review meetings with customers. Present technical information to the customer as appropriate. Act as prime technical interface towards supplier for product development, product characteristics and product financial issues.

Qualifications, Experience and Knowledge: Minimum Electronic Engineering Degree or Combined Engineering/Business Administration Degree. At least 3 years in Product Management/related function.

Skills / Competencies: In-depth knowledge of SDH and/or associated products or technologies. Experience of marketing activities and customer relations. Understand specific products in the context of their market and competitors. Ability to focus on both internal and external customers and develop understanding of the issues they face in order to identify and meet their needs. Demonstrate confidence in persuading others to see the benefits of and agree to proposed ideas. Successful networker by proactively co-operating with colleagues across the organisation and in the industry.

#### Senior Solutions Engineer

● Role Summary: Working within a team of engineers specialising in Solutions for Transport Network Systems, the Senior Solutions Engineer provides technical and engineering support within his/her specific technical areas of Transport Network Systems and provides a technical interface to projects and the customer.

The Senior Solutions Engineer possesses specific expertise in one transmission area. S/he has a customer focused approach to the development of total solutions for ecommunications operators globally.

S/he is closely involved with a variety of people from marketing, projects and product management as well as third party suppliers. Responsibility is taken for activities within the tender process requiring technical skills.

Customer contact is found at a number of points prior to the tender stage, where technical solutions are being discussed with customers, including making presentations and involvement in the project itself. The Senior Solutions Engineer takes a technical lead in customer meetings.

Key Responsibilities: Take responsibility for parts of a technical tender or bid. Take responsibility for providing the highest level of technical expertise on Network Issues. Actively contribute to business development by providing leading edge technical solutions. Provide expert support to contract management. Technically assess potential products and make appropriate recommendations. Participate in pre-studies and feasibility, when required. Monitor and capture market requirements keep an updated picture of market commitments. Monitor future development and trends of

transport systems. Keep the Manager informed of potential future projects and help to plan and manage resource requirements in terms of skills, tools and equipment.

Actively contribute to the development of technical competence within the Transport Network System in line with the changing needs of the business: eg through the transfer/secondment of personnel, use of expertise to provide on-the-job-training. Actively contribute to the continuous improvement process and the ongoing development of a quality culture by, for example, changing behaviour and identifying and implementing improvements to processes and activities and encourage others to do the same.

Qualifications, Experience and Knowledge, Essential: Degree or equivalent in engineering related discipline. Minimum 2 years experience in ecommunications environment. Experience of implementing software and/or hardware systems. Experience in one or more of the following areas: Transmission Networks. Data Communication and Computer Networks. Communication Management. Synchronisation. System evaluation and inter working tests. Emerging technologies eg ATM/IP.

Desirable: Degree in ecommunications or Computer Science. Experience from specifying and/or designing optical networks

### NMS Solutions Engineers

Product Unit Transport and Transport Access (PTTA/TPS/M). Reports to: NMS Solutions Manager (PTTA/TPS/M)

● The NMS Solutions Engineer has expertise in particular product areas. He/she is responsible for providing technical expertise to Marketing, Product Management and customer solutions on management solutions, management systems and associated data communication networks. The engineer has responsibility for ensuring that the customers' needs are met by providing profitable, high quality solutions to meet time and cost objectives. The job also carries responsibility for keeping him/herself and colleagues within the Solutions and Marketing teams up to date on the relevant Ericsson portfolio of products.

Key responsibilities: Understand fully the customers' business requirements in order to provide cost effective, high quality management solutions. Explain to the customer Ericsson's portfolio of products/systems, e.g. ETNA NEM and ETNA IMA. Provide technical input to current and future bids and tender preparation, with the aim of securing future business and meet customer requirements. Give demonstrations and presentations to customers on management solutions and answer any technical queries arising out of these meetings. Explain to the customer how different products interact with each other and recommend the best solution that meets their needs.

Help identify improved working practices in terms of competence and expedient delivery of solutions in response to tenders, e.g. development of templates. Maintain awareness of industry standards and regulatory issues. Understand the contractual implications of interactions with the customer. Help drive business development by providing strategic technical input at solutions level. Work with marketing, product management and the customer to evaluate and plan for prospective projects. Keep people informed at all levels.

Qualifications, experience and knowledge, Essential: Educated to degree level in computer studies/electronics or other relevant subject. At least 1 years' experience within the ecoms industry. Able to perform, support and review system investigations. Knowledge of Transmission systems (SDH/PDH/DWDM), associated management systems and datacommunications networks. Desirable: Basic knowledge of other communications systems. (IP, ATM, PSTN, Data). Able to travel both within the UK and Overseas.

Skills and Competencies: Adapts to meet new challenges to meet present and future customer requirements. Ability to analyse complex issues and identify the most appropriate solutions.

Generates and develops innovative ideas or improvements to achieve objectives. Communicates in a clear, concise and open manner. Ability to listens to others and adapt in a team environment.

### Procurement Officer

● The Procurement officer is 1st line contact for and to our Suppliers for all procurement related issues. To use their skills and experience to comply with the department key objectives/goals and the overall Ericsson goals. Reports to: Operation Manager, PPS/TPO

Key Responsibilities: The Procurement officer in particular has the following responsibilities: Involvement in/lead procurement issues for contract agreements. Responsible for PO from placement to delivery. Expedite PO's ( Chase late orders etc )Supplier measurements. New products administration. Request for quote for core/non core equipment Invoice check and acceptance. To work effectively with other Ericsson functions to achieve identified goals. Follow defined processes and develop where appropriate, as well as the introduction of new process and working practice. Vendor rating.

Qualifications, Experience and Knowledge: 2 years of experience within a procurement environment. Graduate level education desirable.

Experience in negotiations. Understand the nature of commercial requirements. Working knowledge of Windows NT/95 and Microsoft applications

Skills / Competencies: Ability to communicate effectively internal and external. Flexible approach and team worker. Ability to work on own initiatives. Able to work under pressure.

Contact: Christ Vaughan, [chris.vaughan@etl.ericsson.se](mailto:chris.vaughan@etl.ericsson.se)



**ERICSSON GMBH**

Ericsson GmbH (EDD) is headquartered in Düsseldorf and has about 1.000 employees. For our unit "Business & Company Development" we are looking for a

**Solutions Manager**

● The Solutions Manager is a function within the EDD UMTS Solution Team, and closely supports the UMTS German market responsible and appropriate account responsible(s) in their marketing activities towards their respective client(s).

On a total solution level, the function is responsible: to work out solutions in the GSM/ GPRS-UMTS system level, to provide argumentation and information material, to maintain the product and service scope offered to client after definition and agreement with the account responsible, to handle RfI's or similar inquiries, to support customer meetings with technical presentations, to support the UMTS Market communication activities with technical experience, to develop value statements for Ericsson solutions.

The function co-operates closely with the support level functions within the EDD UMTS marketing project and other technical units within Ericsson.

As an ideal candidate you should have a University degree and several years of experience (3-5 years) within the mobile communication area. Furthermore you have several years of experience within the Ericsson company and good international connections to other Ericsson organisations. You are experienced to work in project organisations and used to work with several interfaces.

You are open-minded, work in a team oriented way and bring personal charisma with you. You know how to use MS office tools and have excellent presentation skills. Very good English as well as good German language knowledge both in writing and speaking are prerequisites for this position.

**Contact:** Dietmar Seidenberge, Dietmar.Seidenberg@edd.ericsson.se +49 211 534 1339 or Hans-Jürgen Vratze, Hans.Juergen.Vratze@edd.ericsson.se, +49 211 534 1441, Ericsson GmbH, Fritz-Vomfelde-Str. 2640547, Düsseldorf, Germany

**ERICSSON LTD, UK****Commercial Analyst**

● Key responsibilities: The Commercial Analyst will be involved in the following areas of work: pricing, business cases, market analysis, channel performance, marketing strategy initiatives.

The main responsibilities will be: Development of and ownership of comprehensive pricing schedules. Development of pricing tools. Production of and maintenance of business case models. Recording of actual results and analysis against business cases. Development and maintenance of process to define project commercial viability. Ownership of key commercial performance data which forms the base case for building the ESP, and work closely with ESP Champions to develop strategic scenarios around this base case which reflect realistic, yet challenging goals. Respond to requests for information from external market and industry analysts. Preparation and presentation of report as required.

Qualifications / Experience: A degree or equivalent qualification in a business related subject. A background in business or financial planning. Experience in a large matrix multi-national company. ecomms experience desirable.

Skills / Competencies: First rate analytical skills. Ability to work under pressure and to demanding timescales. Ability to communicate effectively at all levels of the business, including presentations to senior management. Flexible approach and teamworker.

**Contact:** Recruiting Manager Geoff Payne, +44-1403-277205, geoff.payne@etl.ericsson.se, HR Contact Llynor Rathbone, +44 1403 277557, llynor.rathbone@etl.ericsson.se

**ERICSSON EUROLAB DEUTSCHLAND GMBH (EED) Core Product Unit Application Core (CAPC) Performance Management Department.**

We are responsible for the CAPCs performance improvements and performance control. We are a competence center for the operations of CAPC international. We are looking for people who like to push improvements of methods, tools and processes. We are looking for a

**Process Engineer**

● You will gain deep understanding about the CAPCs operations and be driving improvements in the CAPC organisation. You are responsible for the engineering of our future design methods and development environment.

As a suitable candidate, you should have at least two years of software design or process engineering experience within Ericsson and interest in project management. Being familiar with the CAPC organisation would be an advantage. This position implies the opportunity to travel and you should see this job as a challenge to establish a world class environment.

**Methods Coordinator**

We are responsible for the CAPCs performance improvements and performance control. We are a competence center for operations of CAPC international. We are look-

ing for people who like to push improvements of methods, tools and processes.

● You will be leading the change of our operational improvements into our development projects. You will baseline and monitor the processes used in the CAPC organisation, investigate new tools and prepare for a world class work environment.

As a suitable candidate, you should have at least two years of software design or process engineering experience within Ericsson preferably within CAPC. You should be communicative and a good team player. Any previous experience with methods, audits and project work is appreciated.

**Contact:** Human Resources, Simon Seebass, +49 240 7575 163, eedsims@eed.ericsson.se or CAPC Process Engineering, Karsten Strecke, +49 240 7575 210, eedkst@eed.ericsson.se.

**ERICSSON COMMUNICATIONS ROMANIA SRL**

Was established in 1994 and has today over 200 employees working with all Ericsson products. In 1997 ETR signed a contract with Mobifon, one of the mobile operators. This

year we have signed another contract with Cosmarom. The tempo is very high and our customers are in a tough competitive situation. The tempo is very high and our customers are in a tough competitive situation. We are now looking for professionals for the following positions:

**APZ/IOG Support Engineer**

● We are now looking for an APZ/IO Support Engineer within our Support group. The objective of the job is to provide technical support in one or more of the system nodes that are operational in the customer network such as HLR, MSC/VLR, AUC/EIR, SMS, MIN and BSC. The current APZ/IO types are APZ 212 11, APZ 212 20, APZ 212 25, IOG 11 and IOG 20.

You will also play an active role in providing support and advice to the local engineers and build up the local competence. This requires close relationship and interaction with the customer, strong technical background that enables the APZ/IO engineer to conduct fault analysis, trouble shooting and program correction handling in an efficient manner.

Requirements: You have experience of working within Customer Support, a good knowledge of support activities, providing emergency and day to day support, trouble report handling, trouble-shooting on/off sites, system upgrade. You have good command of written and spoken English.

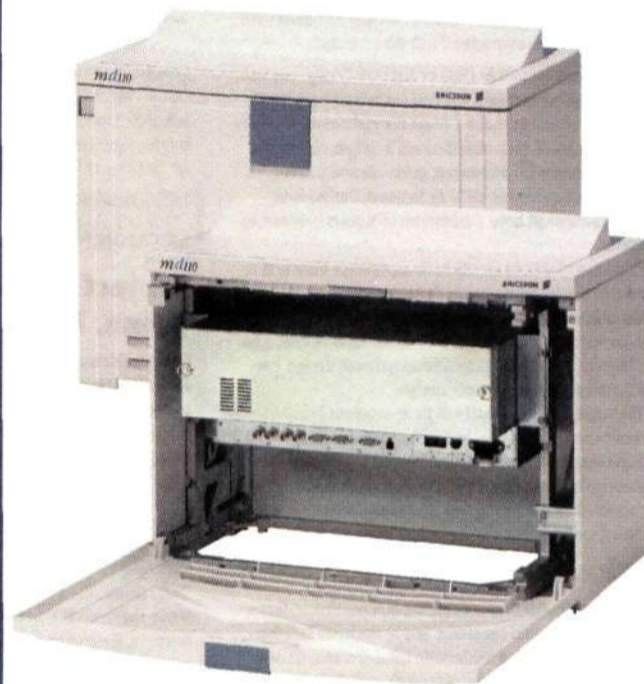
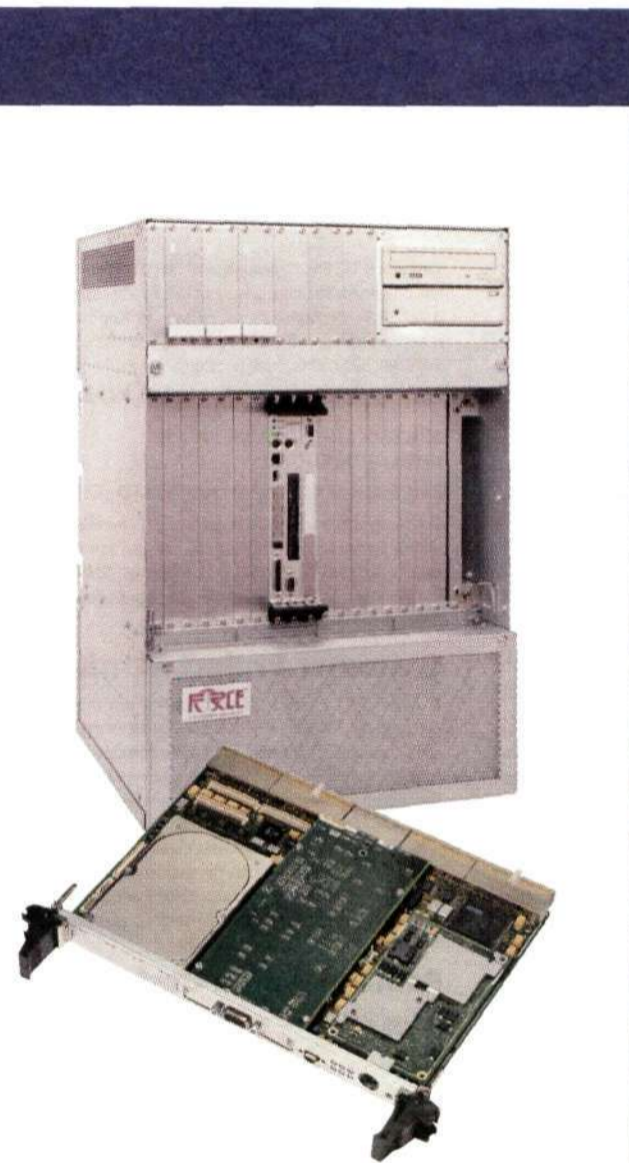
**BSS/SS Support Engineer**

● We are now looking for a new member to our BSS and SS teams. The objective of the job is to provide technical support in one or more of the system nodes that are operational in the customer network such as HLR, MSC/VLR, AUC/EIR, SMS, MIN, BSC and BTS. You will also play an active role in providing support and advice to the local engineers and build up the local competence. This requires close relationship and interaction with the customer, strong technical background that enables you to conduct fault analysis, trouble shooting and program correction handling in an efficient manner.

Requirements: You have experience of working within Customer Support, a good knowledge of support activities such as; troubleshooting, writing PLEX/ASA, APZ/IO recovery, trouble report handling (MSS and MHS) and system upgrades. You have good command of written and spoken English.

**Network Support Group Manager**

The Network Support Group is mainly responsible for the 24-hour emergency support, the CSR and TR handling and correction package rollouts. There are 13 support engineers



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do for you.

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- ◆ Reduce Lifetime Costs
- ◆ Focus on Core Competencies

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\* Source: VDC Study March 1998

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The managers of these functions will closely work, interact and lead resources of the Ericsson Market Units in the Middle East in the respective areas and thus establish Shared Services Units in these fields.

The candidates should have good Ericsson knowledge, experience and proven track record in the specific area of interest, leadership skills, understanding or interest of Middle Eastern culture and preferably experience of the region.

**Contact:** Nael Salah, Regional Manager [nael.salah@lme.ericsson.se](mailto:nael.salah@lme.ericsson.se). **Application latest 991015:** Christine Andrea, Human Resources Manager, [xtine.andrea@ericsson.com](mailto:xtine.andrea@ericsson.com)

#### COMPANIA ANONIMA ERICSSON, VENEZUELA

### Manager Installation Engineering RBS at RIC, Regional Implementation Center, Venezuela

● We are looking for a Manager for our RBS Installation Engineering department in RIC. The RIC, Regional Implementation Center is a resource center to supply region Americas with competent resources within the areas of engineering, installation and test. RIC mainly works with TDMA system customer projects.

You are responsible for RBS engineering activities and that required processes and methods are followed. Also of your groups competence development, hiring new staff, and plan resources for customer projects in the region. You

need to be committed to transfer knowledge and train local engineers.

You will report to RIC manager. Your work will lead you into daily contacts with MU's in the region. This requires good skills in written and spoken English and Spanish. Good knowledge, at least 3-5 years experience, of RBS engineering as well as experience of managing staff.

You will be what we call "a working manager" which means that you will work in some of our projects when needed and to train new staff. You need to be able to take the initiative and meet our common goals. Your colleagues will be a few other expatriates and Venezuelan engineers. We are ready to offer a 1-2 year contract to the right person and the position is available immediatly.

**Contact:** Helena Kvist, +58 2 273 0395 [helena.kvist@cev.ericsson.se](mailto:helena.kvist@cev.ericsson.se). Luis Gonzalez CEV/OTC +58 2 273 0146, fax +58 2 273 0116, [luis.gonzalez@cev.ericsson.se](mailto:luis.gonzalez@cev.ericsson.se). **Application:** Regional Implementation Center, Compania Anonima Ericsson, Centro Empresarial Parque del Este, Av. Francisco de Miranda, La Carlota, Apartado 70516, Caracas 1071, VENEZUELA

#### ERICSSON TAIWAN LTD, TAIPEI, TAIWAN

### SS Product Manager

*Ericsson Taiwan welcomes you to join the exciting ecommunication market of Taiwan. The truly competitive market offers a mobile user more than 4 different GSM operators to choose from, and has increased the penetration from 7% to over 30% in one and a half year. The strong economy con-*

*tinuous to push the development of new services forward at a speed that is rarely seen elsewhere in the world.*

*The Far EastOne customer account is one of three mobile accounts at Ericsson Taiwan and supports an island wide dualband GSM network. The customer has successfully launched Prepaid and value added services such as real-time financial information, and will within short launch ISP, WAP and MVPN. They are also aggressively pursuing GPRS on their way to 3G. In order to continue to support the success of our customer we are now looking for a SS Product Manager.*

● You will be part of a product management team to identify customer needs and potential opportunities and to be responsible for promoting and managing products and solutions in the area of SS (MSC, HLR, AUC, STP, Transit) towards the customer. You will enjoy and continue to build the close relationship with the customer of one of the world's biggest dualband (GSM900 and GSM1800) systems supplied by Ericsson. A close interaction internally with Marketing&Sales and Project Management is one of the keys to successfully manage the opportunities. You will further on develop local product knowledge at both the customer and at Ericsson Taiwan.

You have at least 5 years experience in ecommunications. GSM knowledge is preferred. You have at least 3 years experience of AXE, preferably operational in the role of LPM or OPM. Experience of customer relations is preferred. You are independent, self-motivated, analytical and business minded. You have excellent communication skills and English speaking and writing skills. Mandarin Chinese is a plus.

**Contact:** Human Resources Mgr of Product Management & Engineering: Tomas Ageskog, +886 931 161 989, [tomas.ageskog@ert.ericsson.se](mailto:tomas.ageskog@ert.ericsson.se)

#### DIGINET AMERICAS

### Global Network Solutions Manager for Dignet Americas

*Ericsson recently won a contract with the US based operator Dignet Americas initially worth about 100 MUSD. Dignet Americas will operate IP networks in South America, and are currently expanding in Argentina, Brazil and Colombia. The company intend to further expand its business to cover also Peru, Venezuela and Panama. Dignet will operate an IP network combined with fixed radio access (mini link), and are mainly focusing on capturing the expansive corporate business segment within each country.*

*A Global Account Team will be established in Miami, Florida, to co-ordinate the activities between Dignet Americas and Ericsson, operating in close co-operation with the local KAM organisations in each local Ericsson market concerned.*

*We are now seeking candidates for a position as a Global Network Solutions Manager for the global account to be based in Miami.*

● Global Network Solutions Manager (GNSM) - Role and Responsibilities: Overall responsibility for the customer network design and evolution. Liaison towards the customer Chief Technical Officer on network issues. Liaison with Eric-

## Are You Thinking Ahead or Getting Ahead?

If you're interested in getting ahead, you should be looking for a company that thinks ahead.

Ericsson Microwave Systems is that company. We are a large company that supports several other development companies.

The unit responsible for the development and marketing of radio links for mobile telephony (under the product name MINI-LINK) is particularly successful. This unit has made MINI-LINK a world leader in its field with sales operations in over 100 countries. And because we work in a growth area, expansion is expected to continue. We are now looking for several new team players to support this expansion.

Our success is reflected in our tempo and in our atmosphere. Things happen quickly around here, and there is always lots to do. We work in small groups on relatively short projects, which means that we don't have to wait for results. The environment is relaxed with plenty of room for individual initiative. And we always have fun!

Think about the possibilities!

*Take a look at these job opportunities:*

● **System Sales and Marketing.** You will be responsible for your own sales results in local markets. You'll be expected to set up and implement goals in cooperation with local companies.

Ideally, you are a graduate engineer or you have a business degree. Preferably, you have some experience. You are outgoing and you like a fast pace. Travel to customer sites is of course part of the job. Contact Ulf Börjesson, 031-747 3440, [ulf.borjesson@emw.ericsson.se](mailto:ulf.borjesson@emw.ericsson.se) or Dennis Andersson, 031-747 1543, with e-mail address [dennis.andersson@emw.ericsson.se](mailto:dennis.andersson@emw.ericsson.se). Ref. No. 00-165.

● **Customer Solutions.** This job requires you to tailor systems solutions for individual customers. You will also assist the Marketing Business Managers with customer presentations, reports and the technical support of MINI-LINK products. This is a job with great international development potential in the expanding market of mobile telephony and data communications.

You should be a graduate engineer with wide-ranging technical know-how in this field. You've got great communications skills in Swedish or in English. Competency in additional languages is definitely an asset. Contact Aldo Bolle, 031-747 0229, [aldo.bolle@emw.ericsson.se](mailto:aldo.bolle@emw.ericsson.se). Ref. No. 99-166.

● **Software Development.** You will participate in system studies as well as design, implementation and testing of software. We develop both realtime and management software for the MINI-LINK product group. The future is exciting. We are face to face with the development of the next generation's radio links. We are researching the possibility of introducing new technologies such as JAVA, TCP/IP, HTTP, etc., and we need reinforcements. Are you up to the challenge? Contact Anders Ekvall, 031-747 0809, [anders.ekvall@emw.ericsson.se](mailto:anders.ekvall@emw.ericsson.se) or Anna Westin, 031-747 0249, [anna.westin@emw.ericsson.se](mailto:anna.westin@emw.ericsson.se). Ref. No. 99-167.

For further information, please contact a member of our Personnel team: Eva Backlund-Strid, 031-747 2469, [eva.backlund-strid@emw.ericsson.se](mailto:eva.backlund-strid@emw.ericsson.se) or Annika Bergbom, 031-747 3349, [annika.bergbom@emw.ericsson.se](mailto:annika.bergbom@emw.ericsson.se). Union representatives are: for CF, Agneta Groth, 031-747 3619, and for SIF, Elisabeth Thunman Widenberg, 031-747 1525.

Forward your C.V., including reference number, by October 29 to Ericsson Microwave Systems AB, Personnel Department, 431 84 Mölndal, or send us an e-mail at [jobs@emw.ericsson.se](mailto:jobs@emw.ericsson.se)

Ericsson Microwave Systems is a specialist in microwave technology and high-speed electronics. We bring together our main specialist skills—high-frequency technology, signal processing and high-speed electronics—in products and systems within the defense electronics and telecommunications sectors. Ericsson Microwave Systems is responsible for Ericsson's research and development in the fields of microwave and high-speed electronics.

You are welcome to visit Ericsson Microwave Systems at [www.ericsson.se/microwave](http://www.ericsson.se/microwave)



## Make yourself heard.

**ERICSSON** 



## messaging over IP



*The Ericsson's Messaging-over-IP solution handles everything from voice mail to e-mail to Unified Messaging. It's built just like the Internet, and it's as scalable, with IP transmission between independent message nodes distributed across the core network.*

Never miss  
another opportunity.

There's an intriguing paradox in today's mobile communications:

Network operators are making more money when their subscribers don't hook up.

That's because some 70% of all calls don't really need real-time communication. Instead, callers leave messages – each of which soon generates another two or three calls in the network.

With Messaging-over-IP from Ericsson, operators can take 'the messaging paradox' to the next level – in the age of the Internet.

Users can finally satisfy all their messaging needs, whether e-mail, fax mail, voice mail or unified, through one service provider. And access it from any phone or computer anywhere. The hot, new WAP interface makes it easy and fun to use while on the move.

So even when their calls don't go through, users aren't missing a single beat. **Are you getting the whole message?**

The ventilation system hums sleepily along. The air is heavy with tired thoughts, dreams of vacation and secret fantasies about the colleague two floors below who you only see in the elevator on Thursdays. Yes, sometimes people find themselves in meetings without any real direction. You don't know why you've been called in, and have no idea how much longer you have to suffer. One thing is certain, however, you've heard everything that's being said before.

## The solution for boring meetings

When phrases such as win-win, synergies, and proactive employees given an opportunity to grow, start flying around an anxiety-saturated room, Contact has the perfect way to pass the time – play Meeting Bingo.

Meeting Bingo is spreading faster than the Melissa computer virus in the office world. It is extremely easy to play – you simply check off items on your bingo card (cut out the card on the right and glue it onto a piece of thick cardboard) and shout "Bingo" when you get five in a row either horizontally, vertically or diagonally.

A few players share some of their experiences in playing Meeting Bingo.

"I had only been in the meeting for five minutes before I was able to shout 'bingo!'"

"People even listen to mumblers, thanks to Meeting Bingo."

"I've noticed a dramatic increase in my ability to concentrate in meetings, thanks to Meeting Bingo."

"Our facilitator was forced to admit its value when we all shouted 'bingo' for a third time. He thought the game had raised the quality of the meeting to true Best Practice levels through ad hoc implementation."

Patrik Lindén

patrik.linden@lme.ericsson.se

Five completed rows makes Bingo. The prize: a certain amount of suffering.

### Meeting bingo

Synergistic effects	Proactiv, not reactive	Analysis	Best Practice	The Bottom Line
Core operation	Broad-band	Benchmark	Out-sourcing	Total perspective
Added value	Fast Track	Goal oriented	Empower employees	Quality assurance
Mind-set	Conver-gence	Broad focus	End-to-end	Knowledge-intensive
Brand-building	Imple-ment	Inter-face	In the loop	Battle-field

## Empty rhetoric builds spirit

► A simple question: Why do people talk in ways that make it impossible to understand them?

Eva Mårtensson and Catrin Johansson, linguists and teachers at the Department of Media and Communications Studies at the University College in Sundsvall, Sweden are more or less in agreement as to what function this kind of language fulfills.

It's all about generating understanding on several levels. To begin with, group language signifies belonging. Moreover, it is easy for everybody to rally around things that are flexible in their meaning. It is, for example, not difficult to support a company that plans to give its employees the op-

portunity to grow. The use of language can also signify the very human quest for prestige, to show that one comprehends difficult words.

Language can also be an instrument used to create scope for negotiation or to make sure there is no scope for negotiation at all. New, empty phrases are constantly appearing.

"When reality catches up with words, one must find new ones if nothing is changed in practice," says Eva Mårtensson.

Catrin Johansson sees two dangers in relying too much on this sort of language. The first, most obvious one is that the position of the Swedish language risks being

degraded, since English is the dominant business language. The other is that, at higher levels, one runs the risk of agreeing upon very general goals or mission statements, even though there are crystal clear ideas behind them. When these sorts of abstract documents filter down through an organization, employees generally ignore them since they doesn't mean much or they say things that have been heard before in different forms.

As Swedish poet Esaias Tegnér wrote: "That which is murkily spoken is murkily thought."

Patrik Lindén

### UPCOMING

**10-17 October:** Telecom99 + Interactive99 in Geneva, Switzerland. International Telecom Union's exhibition returning for its fourth year.

**2-3 November:** GPRS Operators' Forum: Deploying GPRS Services, Rome, Italy.

**15-18 November:** WAP Congress, Barcelona, Spain.

### UPDATES

**September 14:** Ericsson signed a contract with Thai operator AIS for the expansion of a GSM network. The contract is valued at slightly more than USD 55 million.

**September 22:** Ericsson unveiled the R320 WAP-phone, the T28 WORLD phone and a completely new communications tool, the Chatboard, at an event in Hong Kong.

**September 22:** Ericsson has launched a new product family for unified messaging. With the Messaging-over-IP solution e-mails, fax, voice-mail and SMS can be sent and removed in a fixed or a mobile environment.

### NEW ASSIGNMENTS

**Torbjörn Ward** has been named the head of the Digital Wireless Office Service product unit within the TDMA Systems business unit. Torbjörn Ward succeeds Rune Johansson who is moving to the CDMA business unit.

**Erik Oldmark** has been appointed general manager for service product unit Competence Development within the business unit Ericsson Services.

**Lars Ander** has been appointed director of Human Resources and Operational Development within the business unit Ericsson Business Consulting.

**Anders Torstensson** is to become the head of the Europe, Africa and Middle East regions within the Consumer Products business segment.

### 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 May 30, 2003. For additional information, access the web site: <http://inside.ericsson.se/convertibles>

