3G on right course

At Mediacom, in the Swedish town of Katrineholm, 3G equipment is installed and tested in containers. The systems are currently being delivered to customers around the world. **Feature, 10–11**

Guidance for customers

What should I focus on in order to earn as much as possible on my mobile system? This is a question that many operators ask. By preparing business cases, Ericsson is able to help customers find the right track. **Feature, 15**

contact

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■ NO. 16 · OCTOBER 4 2001

Kenneth Lind and Bodil Josefsson have found renewed motivation after having to change jobs within the company. The changes have mainly been positive, they feel. Photo: Alexander Farnsworth

New challenges await

Naturally it was a great disappointment when the project they were both working on was discontinued this spring. However, Bodil Josefsson and Kenneth Lind feel motivated, nevertheless, in facing new challenges. When you understand and accept the reasons for reorganization, it is not too difficult to regain motivation in your work, they feel.

The fact that the company takes good care of those affected when projects are discontinued is extremely important, explains Carl-Gustaf Leinar, personnel manager for the Swedish portion of the company. He completely understands that motivation can wane.

"The decision-makers are well aware of this," he says. **At Work, 18–19**

Sony Ericsson up and running

The long-awaited joint venture between Sony and Ericsson is now out of the starting gates. 3,500 employees from both corporations are employed by Sony Ericsson Mobile Communications. *Contact* reviews changes that have already taken place and finds out what's ahead for the new company. Also, discover where the new green logo came from, what it portrays and why. **News, 4**

Employees in the New York turmoil

"I saw the plane fly past my window on the 33rd floor and heard the crash. When I turned to the TV, I saw the explosion." This is how Sean Schneyder, one of several Ericsson employees near the scene of the catastrophe in New York, describes the incident. All of Ericsson's offices have now reopened, although the memory of the burning towers remains. Many employees are donating money or help in other forms to aid the clean-up operation. **7**

Even more new phones

The T66 is the lightest Ericsson mobile phone ever. It weighs only 59 grams but includes many advanced functions. Inbuilt antennas are now also standard in newer Ericsson models. The R600 is a new GPRS phone that provides rapid Internet connection and includes EMS functionality. A new version of the R380, also to be released, is faster and has a longer standby time. **News, 4**

■ **CORPORATE**

"Fifteen years ago, Ericsson produced its own screws and similar items. Today, we retain the introductory phase of our most important products but outsource volume production to other companies." These words come from Björn Boström, senior vice president, Supply and IT at Ericsson. He explains to *Contact* why Ericsson must constantly adapt to a changing world. **3**

■ **FEATURE**

Approximately 5,000 kilometers of sea cable from Ericsson lies buried in seabeds around the world. Come with us to the other side of the globe, where cable-layers withstood bureaucracy and stormy seas to construct the Aqualink network, one of the largest investments ever in New Zealand's infrastructure. **12–13**

■ **TECHNOLOGY**

In collaboration with Juniper, Ericsson has managed to obtain a sizeable portion of the market for routers. This market, which was previously completely dominated by Cisco, now contributes some USD 200–300 million annually to Ericsson's sales. *Contact* explains what the new architecture of these networks looks like. **16**

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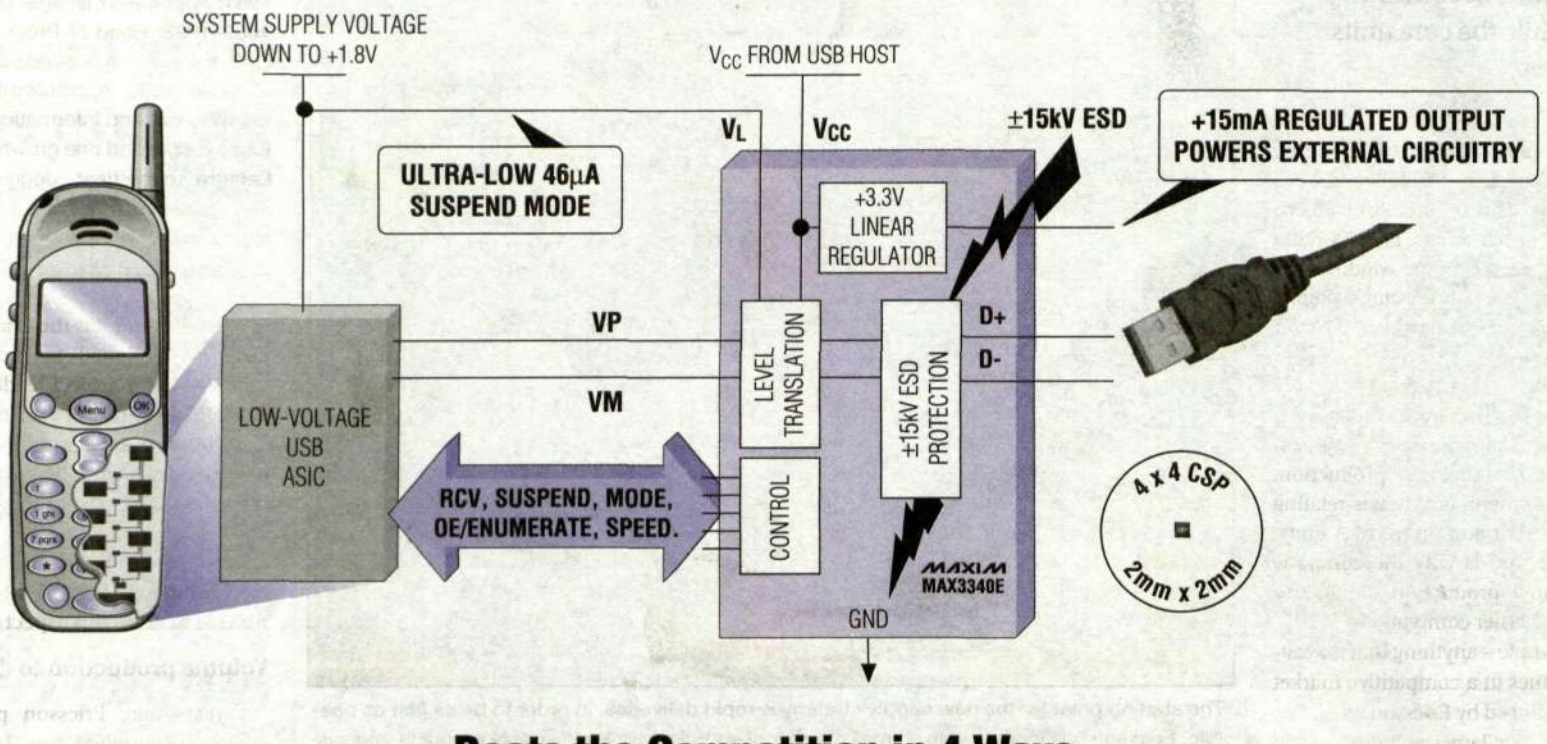

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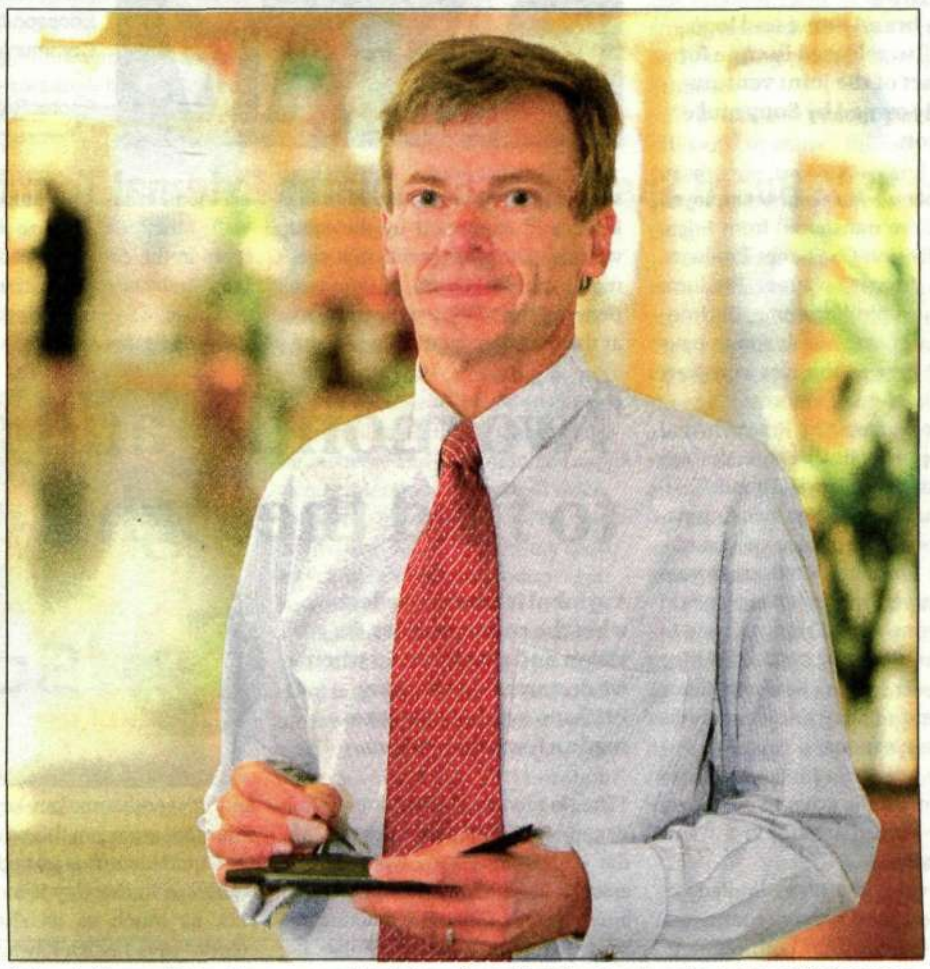
Changing world demands new supply strategy

The rapidly changing world is the reason behind Ericsson's new supply and sourcing strategy. A key feature of the strategy is close cooperation with a small number of suppliers. Internally, this means that the business units become the purchasers while the core units become suppliers.



"The starting point for the new supply strategy is rapid deliveries. In order to be as fast as possible, Ericsson has to work with a small number of suppliers who can supply products and systems that are as near as possible to being finished," says Björn Boström, senior vice president, Supply and IT at Ericsson. Photo: Claes Löfgren

➤ *Contact* meets Björn Boström, senior vice president, Supply and IT, in his office in Kista outside Stockholm. The room reflects Björn Boström's interest in old things: an SRA radio dating back to 1957 stands in the window, and hanging on the wall is a 500-selector switch, a precursor of the computer-controlled AKE and AXE switches.

Björn Boström faces many questions every day. His area of responsibility includes decisions on deliveries, purchases (in Ericsson terms supply and sourcing), production, operational development, and issues relating to IT, the environment and property. A question he is often asked is why the company chooses to outsource production, design and other operations to other companies.

"It's perfectly simple – anything that is available in large volumes in a competitive market should not be produced by Ericsson itself. Our suppliers can produce larger volumes, which translates into cost advantages due to such factors as lower component prices."

"It is also more time-efficient to cooperate with a small number of suppliers," Björn Boström continues. "The products that Ericsson needs to produce will vary from year to year, which means that the company must be able to change in pace with commercial realities."

New routines reflect the market

It is thus the rapid pace of change in the market that lies behind the new strategy and new procedures for sourcing and supply. In the new organization, the business units function as the customer and orderer, and the core units as suppliers. Previously, a large portion of the development – as well as the purchase and production – of systems and products was handled within the business units.

"Now the commercial links will be considerably clearer. The business units order what our customers want, and the core units ensure that the required systems and products are developed, produced and delivered," explains Björn Boström. "If, for example, it is possible to make a base station or telephone switch smaller, a dialog is initiated between the core units, the business units and the end customer. The core units cannot make these decisions independently."

The delivery chain is also differently structured today. This is perhaps where the market's insistence on speed is most evident.

"Customers access one of Ericsson's websites and order, for example, a certain number of base stations, telephone switches and routers. The system is planned to be in operation only 12 to 15 days later. This means that the company has four or five days to assemble the order, while the remaining time is spent on delivery and installation," says Björn Boström.

12 to 15 days is a very short time. Five years ago, the process took several months, or sometimes up to a year, from receipt of the order to placing the system in operation. To achieve such fast delivery times requires a small number of highly efficient subcontractors, whose performance must meet customer requirements, and who must be capable of supplying increasingly complete systems and products.

"15 years ago, Ericsson produced its own screws and similar items. Today, we outsource volume production to other companies."

"The cooperation needs to be so close that the suppliers almost become part of the company," notes Björn Boström.

There are additional advantages to having only a small number of subcontractors. The suppliers become thoroughly familiar with Ericsson's operations, for example.

Another adaptation to the changing business environment is the Change Management program, designed to provide support for managers and project leaders in an environment that is constantly changing.

"It is essential that all Ericsson employees come to terms with the changing business environment and adapt their work methods accordingly," emphasizes Björn Boström. "Managers also need to be skilled at motivating the employees for whom they are responsible. We need to work on this aspect continuously."

Volume production to disappear

"15 years ago, Ericsson produced its own screws and similar items. Today, we retain the introductory phase of our most important products but outsource volume production to other companies. What Ericsson needs to safeguard is its core expertise and understanding of the complete picture."

As he looks to the future, Björn Boström sees a continuation of the changes he has just described. Ericsson will have fewer suppliers, with whom it will maintain close relations. This will be reflected in the company's organization. In due course, there will no longer be any volume production in Sweden, but some Swedish plants will be retained to handle the industrialization phase, when a new product goes into production.

How does Björn Boström himself cope with the rapid pace of change?

"My job is varied, chaotic and challenging, which makes it fun to work hard. I would not be able to handle it if I did not have so many skilled colleagues. I also do a lot of jogging and walking to take my mind off the job," says Björn Boström before we part company.

Ulrika Nybäck
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FACTS/BJÖRN BOSTRÖM

Born in: Örnsköldsvik, Sweden, in 1947
Took an MSc. in Mechanical Engineering at the Royal Institute of Technology in Stockholm
1970: Began working at Ericsson
1973–1977: Worked for Ericsson in Ireland
1977–1981: Worked for Ericsson in Mexico
1981: Appointed manager of the Kista plant
1989–1998: Head of Production in the Radio Communications business area
October 1998: Appointed Senior Vice President, Supply and Information Technology
Family: Wife and one grown-up daughter
Leisure activities: Jogging, walking and mountain-climbing
Next mountain: Kilimanjaro

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PRINTED AT
Nerikes Allehanda Tryck, Örebro, 2001

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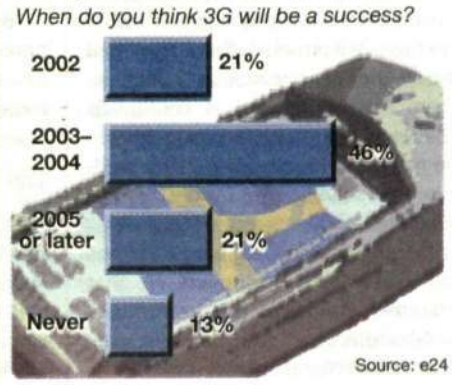
DID YOU KNOW THAT...

...more than 50 percent of Swedes believe that 3G will prove a success within three years.

When do you think 3G will be a success?



Source: e24

VoiceStream goes to Edge

>> Ericsson has announced a deal with VoiceStream to expand the North American operator's GSM wireless network, and to deploy Edge (Enhanced Data rate for GSM Evolution) infrastructure. The agreement, initially valued at USD 150 million, could exceed USD 300 million over a three-year period.

Ericsson will immediately begin installation of GSM 1900 network equipment, including core network and radio access infrastructure in New Orleans and Virginia, and will be expanding VoiceStream's existing network in Florida.

VoiceStream is the first of Ericsson's GSM customers to commit fully to Edge.

SmarTone buys 3G network

>> SmarTone is one of four operators to obtain a 3G license in Hong Kong in September. As its sole supplier, Ericsson will deliver a comprehensive WCDMA solution for SmarTone.

The recently announced delivery will include telephones, core network, radio network, solutions for network management, and the necessary support services.

Strategic order in Malaysia

>> Malaysian mobile operator, TCSB, has ordered equipment from Ericsson to extend its GSM 1800 system. The order is of strategic importance, since it puts Ericsson in a favorable position ahead of the introduction of 3G, for which licenses will be distributed during 2002.

The order is valued at USD 70 millions and the equipment that Ericsson is to deliver will provide coverage for the northern and northeastern parts of the country. Delivery has already begun.

Virus at large within Ericsson

>> The ravages of the computer virus Nimda has affected the daily work of thousands of Ericsson employees. The virus creates enormous queues within systems, which, in turn, block e-mail and Internet traffic.

Nimda hit the first Ericsson client servers on September 12. Since then, all of the servers that is connected to the Ericsson Standard Office Environment (ESOE), have been upgraded with more efficient anti-virus programs. Those who are not connected to ESOE should access itservices.ericsson.se and download the latest anti-virus programs.

Customer relations reaches new depths

>> Ericsson Indonesia and Telekomunikasi Selular (Telkomsel) have announced a strategic partnership agreement to expand the Indonesian operator's GSM coverage. Telkomsel is the largest and fastest growing operator in Indonesia, where market demand is continually increasing. Along with its competitors in the market, Ericsson will provide products and solutions to further expand Telkomsel's GSM network in Sumatra.

"We're now delivering both GSM 900 and GSM 1800 equipment so that Telkomsel can give their customers dual-band access," says Claes Persson, Finance Director at Ericsson Indonesia.

New brand takes off

Operations began on October 1 for Sony Ericsson Mobile Communications, immediately following approvals from the European Commission and United States regulatory authorities.

The brand name and logo were also released in time for the start of the joint venture equally owned by Sony and Ericsson.

Jan Wäreby, executive vice president and Katsumi Ihara, president of Sony Ericsson Mobile Communications.

Photo: Rolf Adlercreutz

3,500 people have a new employer, 2,500 have transferred from Ericsson's division Consumer Products. Others from Consumer Products remain within Ericsson at Technology Licensing, and some have moved over to the new company Ericsson Mobile Platforms.

All operations in Research and Development, design, and sales and marketing of Sony's Digital Telecommunications Network Company come over to the new company.

"We are committed employees who are very much looking forward to creating a great company and to launching our first products during next year," says Katsumi Ihara, president of Sony Ericsson Mobile Communications.

The new brand name is Sony Ericsson and is accompanied by a sphere-shaped symbol in a warm green color.

The company plans limited recruitment, and in press comments says resources from both partners are combined to ensure "optimal size" from the start. Management and employees are in the process of transferring, and plans are to have everyone in place by the end of the year.

As of October 1, Sony's and Ericsson's mobile phones are sold, marketed and supported by the joint venture. Sony Ericsson's management will be based in London. Between 50 and 100 people will work at that location, consisting of management, marketing and different staff functions. Joining President Ihara in the company leadership is Jan Wäreby, executive vice president and head of Sales and Marketing.

Production will largely be outsourced, but the new company will also use plants owned by Sony. Corporate information states that "The new company will utilize current plants and make efforts to optimize production and the details will be worked out later."

Most operations, however, such as Research and Development, will be located in Sweden.

The company has its sights set on profitability from the first year, and aims to become the number one player in mobile multimedia products within five years.

Dodi Axelson
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Two months and 200 attempts to find the right logotype

A symbol is made to reflect what the company does, its vision and ambition. So when work started on the Sony Ericsson symbol, the team made a few observations.

Sony Ericsson

"The logotype should show the dynamics of our new company and the endless drive we want to be associated with it," says Philip Vanhoutte, head of Global Marketing in Sony Ericsson. "And of course it must differentiate Sony Ericsson from other brands in the market."

A company that works with mobile communications and multimedia needs a symbol that is made as much for screens and animations as the "old" media. "Liquid Identity" and "It's another me" are key expressions that represent this new logo.

"Liquid identity is something you recognize in the way it moves and acts, as much as its shape and colour," says Takuya Kawagoi, from Sony's Design Center in Tokyo and the leader of the design team behind the logotype.

"The symbol is meant to feel like something that is alive. This is because we think that the mobile phone is already one of the most personal things you own, it is like an extension of yourself. We took it one step further: what if it was a thing with a personality?"

It took the design team at Sony two months to visualize the concept in the logotype. "We worked through some 150 to 200 suggestions before we were totally happy with the result, says Takuya Kawagoi.

Per Zetterquist
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Three new mobile phones

Ericsson is launching a further three new mobile phones during the fourth quarter of 2001.

"The industry is currently in the midst of a technology shift as we transfer to GPRS and we are able to show our strongest product range to date," explains Peter Bodor, who is responsible for PR at Ericsson Mobile Communications.

The new phones presented were the T66, R380e and R600.

Ericsson is presenting a fresh, new selection of GPRS phones and certain models will be taken off the market as the new ones are brought in. Peter Bodor points out that the new models are aimed at different target groups and that there is therefore no risk that they will steal buyers from one another.

"By placing the latest mobile phones alongside one another, a new trend can be seen. We are entering the new collaboration with Sony in a strong position."

T66

With its 59 grams, the new T66 is the smallest phone Ericsson has produced. It has a standby time of 150 hours. It is available in two colors, Silver Supreme and Purple Passion. T66 is equipped with the Enhanced Messaging Service (EMS) and functions internationally on the GSM 900, 1800 and 1900 networks. With EMS, the user is able to send and receive images, sound effects and tunes, as well as with SMS messages. The T66 is delivered with a number of images and tunes included. The T66 is also equipped with a Mobile Chat function, which works like an Internet chat. The WTLS security system encrypts potentially sensitive information – such as credit card details – making online transactions more secure for the user.

The T66 will be made available during the fourth quarter of 2001 and is sold with a travel charger and a hands-free set.

R600

Fashion-sensitive people who have stringent demands with regard to functions will find the new Ericsson R600 to their taste.

The R600 is a GPRS telephone with rapid connection to the Mobile Internet. It weighs 80 grams and has a standby time of approximately 200 hours. It will be available in Luminous Champagne and Ice Blue. The five-row display is perfectly suited to the possibilities opened up by EMS. Images, sound effects and animations can be sent in messages. The background color of the display can be changed from green to orange and red. It is also possible to place a background image on the display and, through the wap function, the user can download the background images he or she wants.

The R600 is equipped with Mobile Chat and four games: Erix, Catcher, Pathy and Ripple. The phone will be launched in selected markets with GSM 900/1800 systems during the fourth quarter of 2001 and in all GSM 900/1800 markets during the first quarter of 2002.

R380e

Ericsson's award-winning R380 telephone now has a successor – a smart phone that has grown even smarter. Just like its predecessor, the R380e is a combined telephone, calendar, address book and terminal for the Mobile Internet, equipped with e-mail and wap.

The online and standby modes of the R380e have been increased by 25 percent. It has wap 1.2.1 and the WTLS Class 2 security system to ensure maximum security with regard to wap services.

The R380e can easily be adapted to requirements within companies or for private users. It is possible to create a personal welcome image on the display and the phone can be connected to a PC using a USB cable.

The new R380e phone will be available on the market in October 2001.

Jesper Mott
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New ecology service turns costs into profits

Ericsson is turning costs for the recovery and recycling of obsolete telecom equipment into a new business opportunity. Through its new Ecology Management Service, Ericsson has become the first company in the market to offer a management service for the environmental work of telecom operators.

Today's market suppliers, including Ericsson, are obliged to take back products sold to customers when the life cycles of their products has expired. During the past decade, however, product retrieval has become an increasingly large cost item for suppliers.

Monly Tsoi

"In parallel with continued technological advancements, product life cycles have become shorter, which means the equipment is returned to suppliers more quickly," says Monly Tsoi, product manager for Ericsson's hardware service.

Ericsson ships the dismantled material to special collection centers, such as this site in Rijen, in the Netherlands. The material is separated by source before it is sent to subcontractors for recycling.

Photo: Hennie Klaassen

Through its new Ecology Management Service unit, Ericsson will go one step further and assume total responsibility from telecom operators for this type of environmental work. The service includes dismantling at customer sites and transport to special collection areas where the material will be separated by source.

Materials that Ericsson is not able to process will be transferred to carefully selected subcontractors for recovery and recycling. The service is intended to establish Ericsson as the best and, hopefully, only alternative for the recovery and recycling of obsolete products and equipment.

"Based on our pilot operations and calculations, ecology management is an area with good potential for favorable profit margins. However, it's even more important to demonstrate that Ericsson is a company that takes a serious approach to its environmental responsibility," says Monly Tsoi.

The Ecology Management Service also provides a channel for the establishment of a common strategy for the entire recovery and recycling process throughout Ericsson.

"Virtually every country in which Ericsson operates through subsidiaries has its own rules and regulations governing product recycling.

"Until now, all local companies have adapted operations in this area to the individual mandates of their respective countries, a structure that has created a great deal of waste in terms of money and energy. We now intend to take maximum advantage of opportunities created through joint processing operations based on our new ecology management service," says Monly Tsoi.

Telefónica Móviles España in Spain is the first operator to contract the services of Ecology Management Service. Ericsson will start by recovering and recycling 60 tons of the Spanish telecom operator's obsolete switching equipment.

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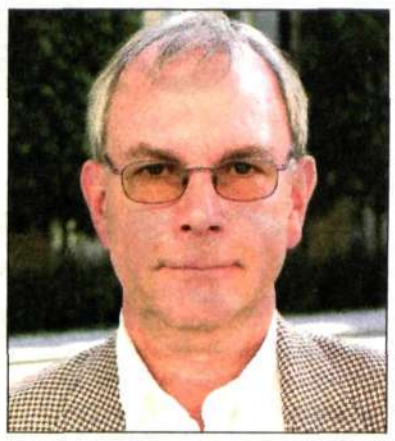
HELLO THERE...



Christer Lundberg

...who was Ericsson's first Visiting Industrial Research Associate at Stanford University for a period of six months.

"What does being a Visiting Industrial Research Associate involve?

"At the beginning of the year, Ericsson started to collaborate with Stanford University and Lund University of Sweden in the field of Supply Chain Management. Work related to this collaboration, which is called Ericsson Supply Chain Academy, is conducted in two ways – firstly, through doctoral students from Stanford and Lund, who conduct their studies and research activities in areas of interest to Ericsson and, secondly, through six-month projects conducted by researchers and doctoral students in cooperation with an experienced Ericsson employee. This latter person is assigned to a position as Visiting Industrial Research Associate and it was in such a capacity that I spent my time at Stanford."

What specific project were you involved in?

"The project focused on long-range forecasts and how the current forecasting process should be improved. We mainly concentrated on operations in the mobile systems segment. My project demonstrated that it was important to attempt to describe the uncertainty inherent in the forecasts in statistical terms.

"In addition to the project itself, I was assigned the purely practical task of establishing a working structure for Ericsson's collaboration with Stanford. The six months I spent there were highly stimulating and rewarding. I also enjoyed the open and welcoming environment that characterizes Stanford."

Ericsson's collaboration with Stanford and Lund is regarded as something unique. Why?

"Most of the past collaborative projects between Ericsson and various universities and colleges have been in the field of technology. This latest project involves supply, an area that is becoming increasingly important. Another new feature was that an Ericsson representative was involved at the center of activities at Stanford, with a room at the faculty.

"It is also eminently clear that our collaboration is regarded as equally important by the universities involved. Stanford, for example, gains information about 'real problems' that have to be resolved."

Gunilla Tamm
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Another contract for GSM in China

Ericsson has signed a contract valued at about USD 100 million for expansion of the GSM network operated by Guanxi Mobile Communication Corporation (Guanxi Mobile) in China.

The equipment will be supplied by Nanjing Ericsson Panda Communications Company, with initial deliveries scheduled for November of this year. When the expansion project is complete, Guanxi Mobile's GSM network will have the capacity to serve about four million subscribers.

Higher speeds

In addition to expansion of the infrastructure, Ericsson has also been selected as the supplier of Guanxi Mobile's GPRS-solution. The introduction of GPRS will create faster data and Internet services, supporting transmission speeds up to 115 Kbps over the existing GSM-network.

Ericsson's largest market

"It is a pleasure to supply Guanxi Mobile with our sophisticated technology, our products and our services to meet growing market demand in the area," says Stephen Yeung, operating manager for Ericsson in China.

At the beginning of September, Ericsson also announced a contract booked by China Mobile's subsidiary for expansion of the company's backbone network for IP traffic. China is Ericsson's largest market today, followed by the US.

Dodi Axelson
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Inside gets a facelift

The front page of Inside Ericsson has been redesigned. The new layout provides more space for news and focuses more sharply on the news flow.

The publication's front page now provides space for six articles, compared with two in the past. Another new feature is a file containing previously published articles. The file archive dates back to the beginning of June 2001.

Inside's new layout is intended to create a natural platform for faster information updates and a stronger flow of news about Ericsson.

Functions and links such as 5minutes, News Center, BIC, Employee Needs, Business and Across Ericsson naturally remain as sections of Inside's front page.

The new layout of Inside Ericsson is an extension of continuous efforts to develop and improve Inside and corporate communications. We encourage you to establish Inside (inside.ericsson.se) as the startpage on your web browser. The editorial staff welcomes news and information that you send to Inside and *Kontakten/Contact* as well as 5minutes at the following e-mail address:

contact@lme.ericsson.se

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Streamlining within Nordic marketing unit

Within the framework of the Efficiency Program and other measures announced in the spring, Ericsson's Nordic marketing unit plans to reduce its workforce by about 200 employees.

The cutbacks do not represent a new measure, but rather a part of the overall Efficiency Program. Implementation of the process for personnel cutbacks, which will affect employees in Denmark, Finland, Norway and Sweden, will vary depending on pertinent legislation in the respective countries.

"The Nordic market is a very exciting and highly advanced market that has made considerable progress in telecom and IT. Ericsson will have a strong and competitive presence in all four countries and, in parallel, take full advantage of the skills and experience available in all parts of the Nordic organization," says Steinar Tveit, head of the Nordic marketing unit.

"It is very unfortunate, of course, that we are forced to make these cutbacks. However, in view of current market conditions, we had no other choice. In order to remain competitive, it is imperative that we reduce our costs."

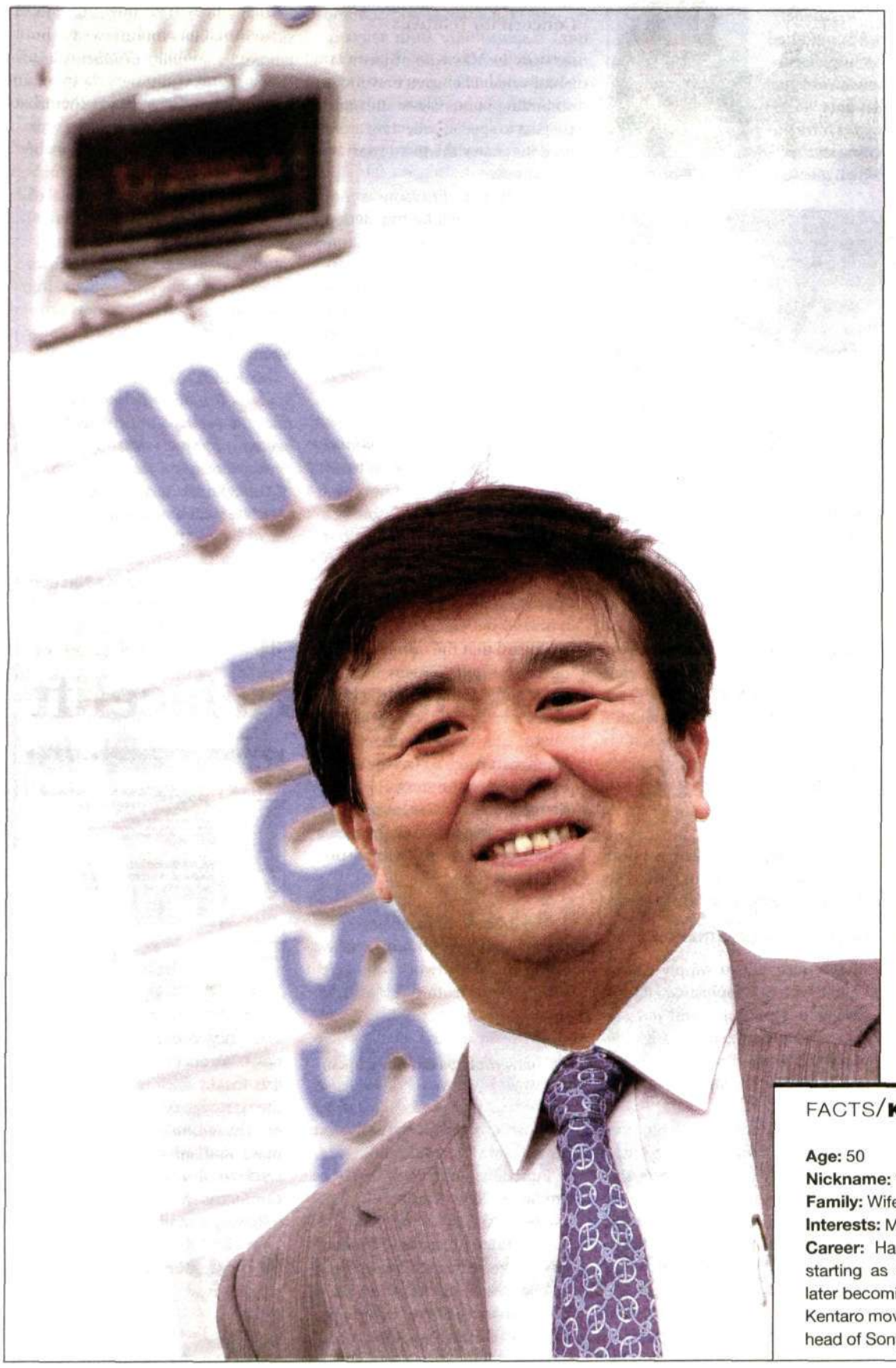
Supported by focused business activities and a strong product portfolio, cutbacks in the labor force and the implementation of several efficiency-enhancement projects, Steinar Tveit believes the Nordic marketing unit will reach its optimal operating cost level in the middle of 2002.

Dodi Axelson

Perfect harmony for 3G-terminals

Kentaro Odaka has a position of responsibility. He is head of strategy and development for GSM/UMTS terminals at Sony Ericsson Mobile Communications.

He firmly believes in this collaboration and wants to create products that are easy to use and which have a unique design.



Kentaro Odaka heads the GSM/UMTS business unit within Sony Ericsson Mobile Communications. This means that he bears the ultimate responsibility for the long-awaited 3G terminals. Photo: Lars Åström

FACTS/**KENTARO ODAKA**

Age: 50
Nickname: "Ken"
Family: Wife and two children
Interests: Motor sport and music
Career: Has worked for Sony since 1976, starting as an audio engineer in Japan and later becoming head of development. In 1995, Kentaro moved to Germany, where he became head of Sony's GSM operations.

Kentaro Odaka radiates calm and confidence in his work. He was born in Japan and has devoted his entire working life to Sony.

He has been involved in developing pioneering Sony products, such as the compact disc and audio tape. He was also product manager for the CMD-Z1 mobile phone, which received a considerable amount of attention when it had its market launch in 1995.

Kentaro Odaka speaks enthusiastically about his previous work experience and explains that he likes challenges. He is looking forward to assuming his new position and doesn't doubt for a second the potential that exists in the collaboration between Sony and Ericsson.

Will be best

"It feels like an extremely stimulating challenge. Ericsson's technical know-how and excellent contacts with operators, combined with Sony's ability to market itself to consumers, means that we have a major opportunity to create the industry's best mobile phones," he says.

We talk about Germany, where he has been head of Sony's GSM operations until now. He doesn't envisage any major problems in making the transition to Sweden.

"What I will miss most is the autobahn. I really like to drive, preferably at high speed," he says with a laugh.

However, Swedish laws are stricter regarding speed limits, which means that Kentaro Odaka will have to make do with full speed at work instead.

Bandleader

"My first task will be to establish perfect harmony between the three units that make up my organization (Lund, in southern Sweden, Kista, north of Stockholm, and Munich). I see myself as a bandleader with three very gifted soloists. My task is to ensure that the three sections harmonize," he says.

Kentaro Odaka will be based in Lund, where most of the GSM development will be conducted. Munich will contribute high-tech expertise, while Kista will be responsible for the development of Personal Digital Assistant (PDA) services.

With all due respect to GSM, UMTS will be the area in which Sony and Ericsson will be pioneers and world-leading.

Although work on the eagerly awaited UMTS terminals is still in its initial stage, Kentaro Odaka and his colleagues are giving much thought to the demands that will be placed on future mobile phones.

"Today, we can see that mobile services, such as Multimedia Messaging are increasingly in demand, but these services remain rather complicated for the user, " Kentaro Odaka says.

"We will make these services fast, attractive and extremely simple to use. In order to ensure success in this, we need the right hardware, software and design – I believe that this is the key to the future."

When asked what consumer group the new mobile phones will be aimed at, he replies:

"We must first create a strong image for the product – by giving them a unique design, for example, Kentaro Odaka says and continues:

"Therefore, our primary consumers will be people with an individual lifestyle and taste."

Products during next year

The constant question form the media and interested members of the public is when the first UMTS phone from Sony Ericsson will be launched in the market.

"At present, it is difficult to say exactly when. Naturally, when the market has been started up, UMTS will be of the highest priority and our aim is to launch the first products at the end of 2002," says Kentaro Odaka.

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In the midst of tragedy

The Ericsson Mobility World office is not far from the World Trade Center and several employees were in the middle of the events. Here, some of them share their experiences.

Ericsson Mobility World works with third-party developers of mobile services. About 16 people work at the office at 55, Broad Street, about 800 meters from the place where World Trade Center used to be, but at the morning of the attacks, luckily, only a few people were at work.

Jonas Petterson was one of them. The first thing he knew about the World Trade Center tragedy was the sight of pieces of paper floating by outside his window.

"It looked like confetti. First I thought that something had fallen off the building, but a couple of minutes later there was a huge boom, and the entire building shook."

He grabbed his bag and ran to the elevator.

"The lobby was packed and on the big screen TV they were showing the second blast – the one I felt – over and over again," Jonas Petterson says.

Outside there was glass falling and Jonas Petterson had to wait a while before he could start home, past World Trade Center.

"Then I realized how bad it was. We saw the fire and people trying to jump out of the building. I kept walking north, past the World Trade Center, then I heard a screaming sound, which was the sound of the steel columns of the first tower twisting and collapsing. Then the

Bernadette Ackerman had decided to work from the Long Island office on September 11, thereby avoiding the panic on the streets of New York.

cloud of debris and flying glass started up the street, and I kept running until I was far enough away," Jonas says.

Sean Schneyer lives on the 33rd floor about two blocks way from World Trade Center. He saw the second plane go by his window, and then heard the explosion. At first, he thought it was just a sonic boom, then he turned on the television and saw what had happened. He ran down to the street and took a lift on a pilot boat to get to safety.

Sometimes Sean's T28 was the only phone working in the crowd around him, so he let several people use it to call family and let them know they were okay.

Sean went back to his apartment two days after the tragedy to fetch his two cats. He had to walk about ten kilometers to get to the area, and was escorted by the National Guard to his building.

"Inside, there was very little dust or sign of damage," says Sean. "And the cats were fine – scared, but fine."

Concern for relatives

Bernadette Ackerman lives on Long Island and had chosen to work from Ericsson's Long Island office this Tuesday.

"When I saw the pictures of terrified people who ran on the streets where the towers were collapsing, I thought, that could be me," she says.

Her husband, Michael, is a police officer. At about lunchtime on Tuesday, he was called for duty at the disaster area on Manhattan.

Bernadette went to pick up her daughters who were at daycare and school. At the school, she came across many worried parents.

"Many people on Long Island know someone who suffered somehow. Many work themselves on Manhattan."

At home, she watched the events unfold on TV with her children. She knew that her husband was okay, but still tried to reach him to hear if he knew if anything had happened to his colleagues.

"I heard that the number of missing rescue workers was increasing all the time. My six-year old daughter asked if Daddy was dead. No, I told her. She asked if her uncle, who is a fireman, was dead and I answered 'No' even though I wasn't sure at that time. I learned later that close friends of ours died when the buildings collapsed. It was horrible."

A special atmosphere and strong community involvement has been awoken amid the disaster and everyone wants to help in some way. At the Long Island office, people have chipped in money to buy food and water or even gloves and masks to protect worker's breathing on Manhattan.

Helping partners

At Ericsson Mobility World, the team is working to help local companies who were affected by the disaster. Two of the software developers had their offices in the buildings. Luckily, none of their employees were hurt.

Now, Mobility World will offer space and equipment to these and other companies to get them back on their feet.

Slowly but surely, everyday life is getting back on track in New York. Mobility World's offices opened for business on Monday, September 17, but the people involved will feel the effects for a long time.

"It's good to be back at work and to feel like you're doing something, but it's strange, too," Jonas Petterson says. "Strange to see all the military, and the roadblocks, and still smell the smoke. But it's good to see how fast everything was back up and running – the companies in this building, the Stock Exchange, even the local café where we get lunch."

Donna Campbell

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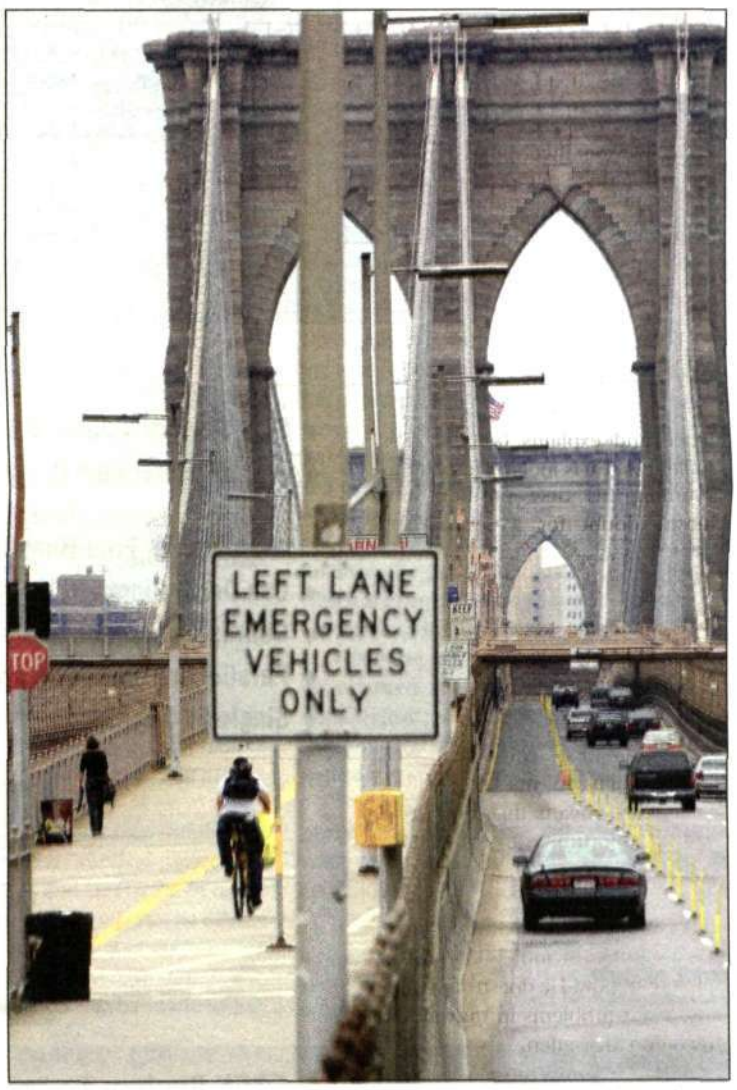
Since many mobiles did not work in the disaster area, Sean Schneyer lent out his T28 so that people could call home.

Photo: Betsy Schneyer



Life is slowly getting back to normal i New York. The Brooklyn Bridge is now reopened partially to cars following the terrorist attacks on the World Trade Center towers. Photo: Robert Spencer/Pressens Bild

Important task for phone networks

In the hours following the attack on the World Trade Center, the phone networks, particularly in New York and Washington DC, were subjected to extreme pressure. In several areas, Ericsson's support group worked day and night to ensure that the networks could handle the load.

Only minutes after the news of the attacks, Ericsson established groups, including one in Montreal, to support operators in various ways.

One group had the task of maintaining AT&T's TDMA network. Between nine and twelve on that Tuesday morning, the processors in the Washington Mobile Switching Centers were burdened by between 90 and 97 percent of capacity. When the pressure was at its highest, 450 persons were trying to access the network every second. This is about double the amount of traffic experienced during the millennium shift.

In order to reduce the pressure, it was decided to shut down software that was not indispensable, such as statistics software and authorization checks.

The operator gave Ericsson's group of experts permission to implement all the measures it considered necessary to increase capacity.

In order to increase the capacity in AT&T's radio network at the Pentagon, Ericsson drafted in two mobile radio units known as COW or cell-on-wheel units.

Ericsson's technicians helped to set up the COW units, as well as AT&T's own portable cell facility.

In Washington, the local office rounded up all available phones and gave them to the operator Cingular for further distribution to rescue personnel at the Pentagon. Cingular also received help in manning a 24-hour recharging station for rescue workers.

In New York, Ericsson provided technical support and brought in antennas to increase coverage around the disaster area.

The operator Voicestream also received assistance from Ericsson in New York.

One of the measures that were rapidly implemented was the creation of a program to identify mobile phones under the rubble.

The program makes phones emit a signal, enabling the operator to see the phone number and provide information to the rescue team.

The pressure on the networks in other parts of the country was also extreme. In San Francisco, for example, Ericsson's switch reached 85 percent of its capacity and had to be reconfigured in order to better cope with the volume of calls.

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Lars-Magnus Kihlström

Jesper Mott

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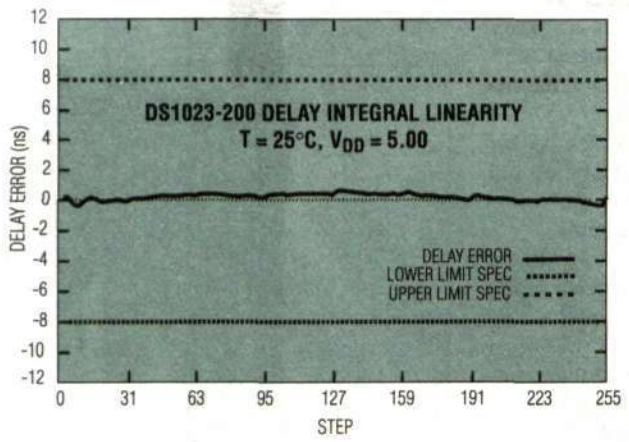

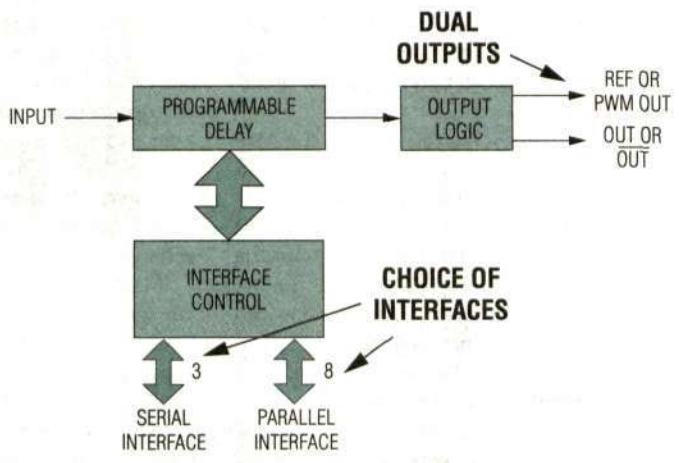

- Step Sizes of 0.25ns, 0.5ns, or 2ns
- On-Chip Reference Delay
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- Applications:
  - Telecom
  - Digital Video Projection
  - Digital Test Equipment

PART	STEP SIZE (ns)	MAXIMUM DELAY (ns)
DS1023S-025	0.25	63.75
DS1023S-050	0.5	127.5
DS1023S-100	1.0	255
DS1023S-200	2.0	510
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Concentrated development is more cost-effective

"Concentrating all radio network development in a single support unit, is a further step in Ericsson's ongoing focus on the development process. It is a step that is important to the future success of 3G," says Urban Fagerstedt, who heads the Core Unit Radio Network Development's operations. At the same time, he mentions the new GSM base station – RBS 2206 – as being one of the most important current projects.

A new GSM base station, a new version of GSM and delivery of the first UMTS system to Japan, are three projects named as the most important tasks at the moment by Urban Fagerstedt, head of the Core Unit Radio Network Development. Photo: Ecke Küller

➤ The Core Unit Radio Network Development support unit was created because of the central role of radio network development at Ericsson and the fact that concentrating development operations for all mobile standards in a single support unit generates many synergies. In other words, it makes development operations more cost-effective.

"We are currently reviewing Ericsson design offices and local companies to find out which of them should be linked to which business units and support units. It is important that every design center knows exactly which support unit has management responsibility," Urban Fagerstedt points out.

With its approximately 9,000 employees, Core Unit Radio Network Development is presumably the largest unit in the company. The majority of these employees – about 6,000 – are based in Kista in Stockholm.

"No doubt I'm the largest employer in Kista," says Urban Fagerstedt, with a laugh.

Task to fulfill

No reduction of the workforce is expected in the short term, since projects already under way will not be affected. Depending on the future world economic trend, personnel cuts may become necessary later on.

The impact of the synergies that will arise from the new organization will not become apparent until next-generation product development begins.

As unit head, Urban Fagerstedt considers his task as twofold, consisting of a short-term component and a more long-term component. The latter is to ensure close, uninterrupted cooperation with both business units and supply – that is, with production and deliveries.

So, where previously each product unit followed its own delivery procedures, all product deliveries will now be based on a single procedure.

In the short term, the unit's most important tasks concern Ericsson's "survival projects" – the RBS 2206, GSM R9 and UMTS R2. In order not to jeopardize these, they will not be affected by the new organization.

The RBS 2206 is a new GSM base station, the first deliveries of which are to be made to the US this autumn so that the GSM system may be placed in operation early next year. Now, as many of the countries in the Americas switch to GSM, the new base station will become highly important.

"During the next two or three years, as much as 35 percent of the world market for GSM will be in North and South America," Urban Fagerstedt explains.

Priority schedule

The other high-priority project is GSM R9.1, the new GSM version required for Edge and for the use of the 800 and 1900 bands. It includes a new speech encoder that has particular potential for the American market. In order to introduce and launch Edge next summer, the schedule must be followed.

UMTS R2 – the third "survival project" – involves the first commercial UMTS system, which is to be delivered to Japan and to Japanese operator J-Phone next spring.

Where the previous organization was market-oriented, the new one is based on functions. Urban Fagerstedt sees a challenge for the new organization in preserving the market and customer contacts of the past.

"It is by cooperating closely with the business units that we find out what customers want and where the trends are leading," he concludes.

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FACTS/URBAN FAGERSTEDT

Urban Fagerstedt started out at the former Ellemtel – Ericsson's and Telia's joint development company – in 1978. He lived in the UK for a couple of years, where he worked with fixed telephony. He started working with mobile telephony in 1988, and has been involved with GSM, TDMA and PDC. Most recently, he was in charge of Radio Networks Systems within the former GMS, TDMA, Edge Systems.

PART OF ERICSSON'S NEW ORGANIZATION

Business Units and Core Units are important features of Ericsson's new organization. Radio Network Development is the largest of the core units.

3G takes off from Katrineholm

Ericsson Mediacom's premises in Katrineholm, in central Sweden, is a popular Ericsson address for 3G at the moment. This is where the company is installing 3G equipment for test systems in containers, which are then transported to customers throughout the world. Employees from various local companies are also in Katrineholm to learn how to operate the systems.

The picture shows a 3G container about to leave Mediacom in Katrineholm. Before the end of the year, 30 containers will be delivered to customers throughout the world.

Photo: Kjell Petersson

➤ For Mediacom in Katrineholm, working with containers is nothing new.

Thomas Andersson

"No, not at all," says Thomas Andersson, technical manager at Mediacom. "Previously, we installed and tested GPRS equipment in containers and this was work that helped us to acquire valuable experience and know-how."

The first 3G container was delivered in July this year and seven test systems have been dispatched to date. Before the end of the year, 30 of these will be delivered to various customers.

Göran Johansson

"Most of these have gone to customers in Europe, but some of the containers will also be supplied to Australia and countries in Asia," says Göran Johansson, who is project manager.

In actual fact, this involves not only one, but three containers – one for the radio network, one for the core network and a smaller third container for the base station.

Many components

This equipment originates from several different units, both within and outside Ericsson, which has meant a large planning effort for Mediacom. For example, the base stations and the Radio Network Controller come from Ericsson's plant in Gävle, northern Sweden, the nodes for Media Gateway and GSN are produced by Mediacom in Katrineholm, while the Mobile Switching Center (MSC) is manufactured by Selecton in Östersund, in northwest Sweden. Juniper supplies the IP backbone and the servers come from HP and Sun.

Installations take about two weeks and the work to test and verify the system lasts approximately five weeks. This is conducted by test managers from Katrineholm and employees from Ericsson's companies throughout the world. These people receive their training in Katrineholm.

"At the moment, we have a team from Ericsson in Germany that has been here for several weeks and is nearing completion of its work. When the containers are delivered to the customers, they are already tested, but they will be subsequently upgraded with increasing numbers of functions," explains Göran Johansson.

Team from Germany

"The test training is particularly important, since these employees from various Ericsson companies will later, in their own countries, train the customers' support personnel on the 3G test system. The test system enables operators to learn how a 3G system works and what possibilities the system offers. They can perform some demonstrations for their own customers and they can also test applications that show the Mobile Internet," says Thomas Andersson.

Each week during the autumn, one or more trucks packed with containers with 3G test systems roll out from Katrineholm, making this small Swedish town a landmark on the Ericsson 3G map.

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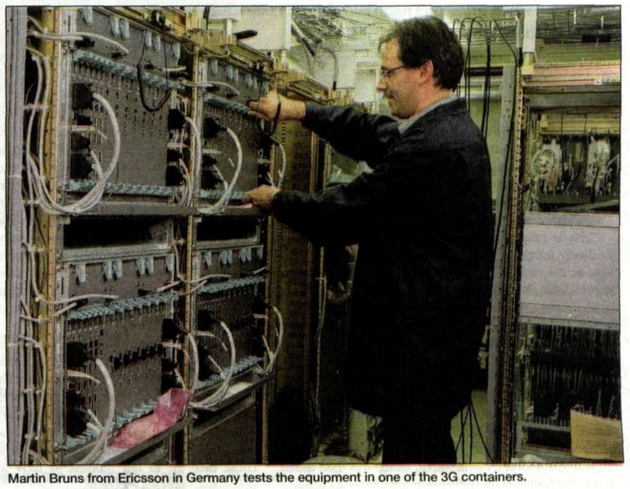
The 3G test system is being installed in three containers; two large ones and one small.



Martin Bruns from Ericsson in Germany tests the equipment in one of the 3G containers.

From order to supply

With its 55-year history, Ericsson in the central-Swedish town of Katrineholm has undergone major changes in recent years. All mass production has been outsourced and IP-related products are now the important feature for which the unit has a key role in the introductory phase.

➤ The change for the Katrineholm unit began about two years ago, when its AXE production was outsourced and the number of employees reduced. Mediacom currently has slightly more than 400 employees, of which half are white-collar workers and half are employed under a collective labor agreement.

Kersti Thorn

"We are no longer a plant in the true sense of the word, but rather an industrialization unit that is working on the introduction phase of IP products. This means that we are a link in the product-development process. We are in contact with both product units and various design offices," explains Kersti Thorn, site manager at Ericsson Mediacom.

"We work on 3G products, including the GSN node, Media Gateway and real-time routers," she says.

For these products, Mediacom is a Flow Control Center (FC), in accordance with the Global Time to Customer concept (TTC). This means that the company not only works with the actual product, but handles the entire supply chain, from order to final delivery.

Another extremely important product in Katrineholm is the AXD301, a key product in Ericsson's Engine solution.

Kersti Thorn says that one of the most important tasks for the autumn is to complete deliveries of the AXD 301 to customers including BT in the UK.

"Other equally important tasks are, naturally, supplying the containers with 3G equipment for the test systems. We are the final link in the chain, so it is our responsibility to ensure that our customers receive their test systems in the time promised," continues Kersti Thorn.

She doesn't think it is stressful to be the final link in the chain, preferring to regard it more as a challenge.

"By making deliveries in time and having satisfied customers, we are making our contribution to a positive cash flow for Ericsson," she says.

In Katrineholm, there is a strong focus on the future. First, this applied to GPRS containers and now it is the turn of 3G containers.

"This means that we have valuable expertise, which we hope to be able to retain and develop further in the future here in Katrineholm," concludes Kersti Thorn.

Gunilla Tamm

Ericsson stands steady in the storm

New Zealand's impressive natural surroundings and beautiful coastline emerged under dramatic conditions. The two islands are a result of violent prehistoric volcanic eruptions, that squeezed up debris through a crevice in the earths crust. New drama was created 26 million years later, when Ericsson's team laid almost 1,000 kilometers of cable on the seabed around the rocky coast.

➤ The name "Aqualink" almost sounds like a new brand of mineral water, or perhaps a popgroup. It is, in fact, a buried fiber-optic cable, linking New Zealand's major cities and bringing broadband to the homes of subscribers. This ambitious project was initiated by the New Zealand operator, TelstraSaturn, which chose Ericsson as its partner.

"This is one of the largest investments ever in New Zealand's infrastructure," says On-Fai Lam, general manager at Ericsson in New Zealand. "We had collaborated successfully with TelstraSaturn before and this helped us to secure the contract in the face of intense competition."

The Aqualink network consists of 735 kilometers of sea cable and 224 kilometers of land cable. Ericsson's role in the project was to plan the route of the cable from Christchurch on the South Island to Auckland on the North Island, and to assume responsibility for supplies and installation. Seaworks, a local company was engaged to install the cable. Its vessel, the Searanger, happened to be in the North Sea at the time and could immediately be fitted with the necessary equipment, which was then tested at sea. The Searanger then proceeded to Ericsson Cables in the northern Swedish town of Hudiksvall, to collect the first load of cable, before setting sail for New Zealand, only four months after the contract was signed.

Treacherous seabed

New Zealand's 11,000-kilometer coastline is one of the most beautiful and impressive in the world. High cliffs and long, sandy beaches alternate in dramatic combination. But the environment above the surface, which attracts tourists and nature-lovers, is not quite so attractive from an underwater perspective – at least, not for anyone who wants to lay cable on the seabed. The sloping seabed, with its treacherous precipices, made planning difficult and put cable-installment personnel to the test.

One of the greatest challenges was crossing the Cook Strait, which divides the North and South Island. The strait is renowned as one of the most turbulent stretches of water in the world, and its reputation proved to be justified: when the cable was laid across the strait, there were heavy storms and the personnel had to battle against currents of up to eight knots.

"It was very hard and wet work for the Ericsson team. At one point, incredibly huge seas whipped up by a major unpredicted storm forced the Searanger to recover the plough, cut the cable and seek shelter," says Bill McGavin, Ericsson's representative for the Aqualink project.

Time-consuming process

The weather notwithstanding, it was the paperwork that caused the main delays. Apart from numerous governmental agencies and the fishing industry having their say, the indigenous population, which has its traditional fishing areas along the coasts, also had to be taken into account. "Getting all the permits was an incredibly time-consuming and complicated process. In some cases, it could take up to ten months to have an application processed," says Bill McGavin.

Despite all the difficulties, work was completed on schedule. All the cables have now been installed and part of the network is already in use. The benefits of the new investment are already apparent for subscribers.

"The Aqualink project has increased the capacity of New Zealand's main networks more than five-fold and subscription charges have already fallen in the cities using the new network," says On-Fai Lam.

TelstraSaturn is so satisfied with this cooperation that it has placed a new order with Ericsson. This time it involves the country's IP network and installation work has already begun. But that is another story.

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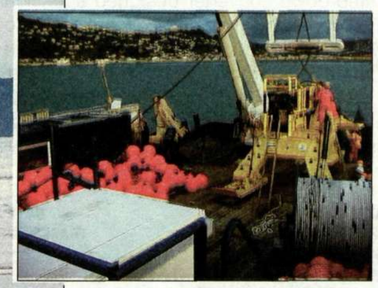
Dan Kenealy, Ericsson's marine specialist, oversees the plow that is used to dig the trench where the cable is laid.

Photo: Derek Page



After a 52-day voyage across the world's oceans, Searanger arrives in Christchurch, New Zealand. The ship's cargo included buoys, 349 kilometers of sea cable and a plow for burying the cable.

Photo: Dan Kenealy

FACTS/ERICSSON'S SEA CABLE PROJECTS

Through the years, Ericsson's cable plant in Hudiksvall, northern Sweden, has supplied 5,000 kilometers of optic sea cable for various projects throughout the world. Some of the most important ones are listed below.

Adriatic Sea 1994–1995: Ericsson supplies and installs 145 kilometers of sea cable in the Croatian archipelago in the midst of a raging war. The customer is Croatian Post and Telecommunications (HPT).

Baltic Sea 1996: Ericsson supplies 175 kilometers of sea cable for the Baltica Project: the installation of a network from Sweden, via Bornholm, to Poland.

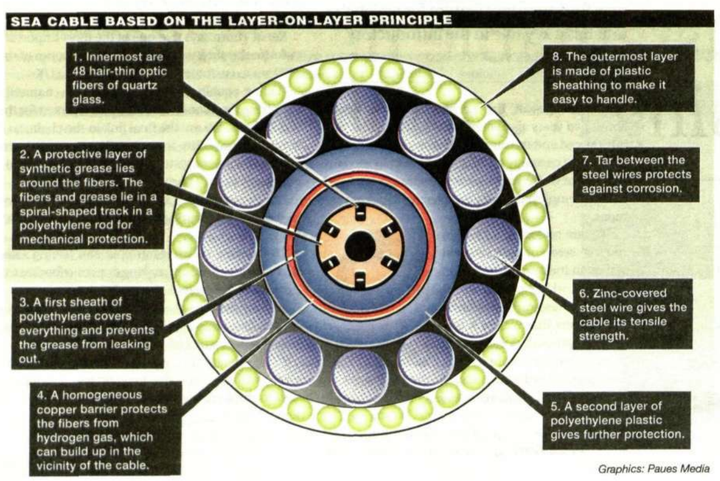
Baltic Sea 1997: First phase of the Baltic Sea Communication System (BCS) delivered – 513 kilometers for installation between the island of Gotland and Lithuania, as well as between Sweden and Finland via Åland.

North Sea 1998: Ericsson supplies and installs 500 kilometers of cable to Statoil's platforms off the Norwegian coast. Two years later, an additional 30 kilometers of cable is added to the project.

Thailand 1999: Ericsson supplies and installs 900 kilometers of sea cable to Communication Authority Thailand (CAT).

New Zealand 2000: Ericsson supplies and installs Aqualink, a network connecting the country's largest cities, using 980 kilometers of cable. The customer is the New Zealand operator TelstraSaturn.

Gulf of Finland 2001: Ericsson is currently supplying 395 kilometers of cable for the extension of the Baltic Sea Communication System (BCS) network. The cable will go from Helsinki, up the Gulf of Finland to St. Petersburg and also links Latvia and Lithuania. The customer is the Swedish telecom contractor Swedia Networks AB.



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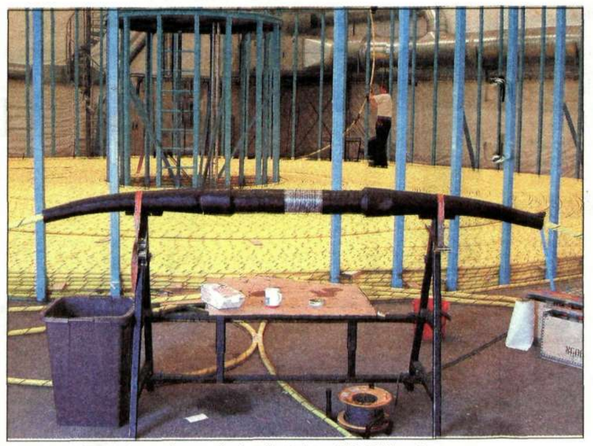

The Aqualink cable has an impressive length of almost 1,000 kilometers.

Photo: Leif Eriksson

Sustainable networks using sea cable

Laying cable along the sea bottom is sometimes necessary to link continents and islands. However, sea cable can also have several advantages over laying land cable.

➤ The cable being used for Aqualink contains 48 optical fibers and is approximately four times the size of the Southern Cross cable that links Australasia with North America.

TelstraSaturn chose to lay most of the network off the coast, partly in consideration of the environment, but also for several practical reasons.

A land-based system would have required more cable, since the mountainous New Zealand landscape makes the distances between cities longer. It also helps to avoid the problems of cut cables, theft and compensation demands from landowners.

A sea-cable network is about 20 times more secure than a land-based cable network. Although it is more difficult from a service perspective to access a cable system buried at the bottom of the sea, the risk that repairs will be necessary is much lower. This not only means that maintenance costs are lower, but that operational reliability is higher. The Aqualink network also has the advantage that all active components are located on land, which further facilitates repairs and upgrades.

"Aqualink is the only system of its kind on this side of the world. The project demonstrates that Ericsson is a power to be reckoned with as a supplier of total solutions," says On-Fai Lam, Ericsson's key account manager for the TelstraSaturn account.

Tonya Lilburn

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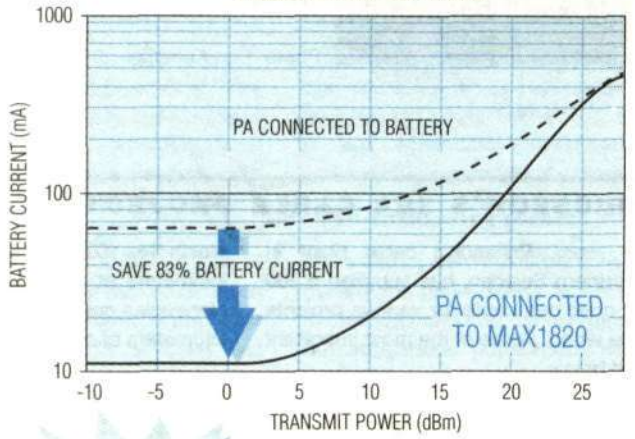
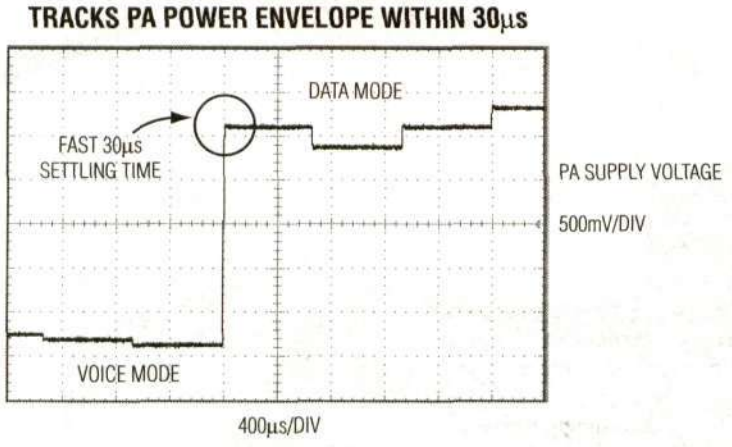
The MAX1820 is the first step-down converter designed specifically for the power amplifiers in 2.5G and 3G cellular phones. The baseband processor dynamically programs the converter output voltage based on the variable power required by the PA. The high-speed MAX1820 varies its output voltage from 0.4V to 3.4V in less than 30µs, tracking the PA transmit power envelope. By matching the PA supply voltage envelope, the PA minimizes power loss and maximizes battery life. The MAX1820 is equipped with a divide-by-13 or -18 phase-lock-loop to synchronize to a 2.5G or 3G system clock and does not add spurious noise into the RF band during actual tests with a WCDMA PA.

REDUCE BATTERY CURRENT FROM 62mA TO 11mA



OUTPUT OF HIGH-SPEED DC-DC TRACKS PA POWER ENVELOPE WITHIN 30µs



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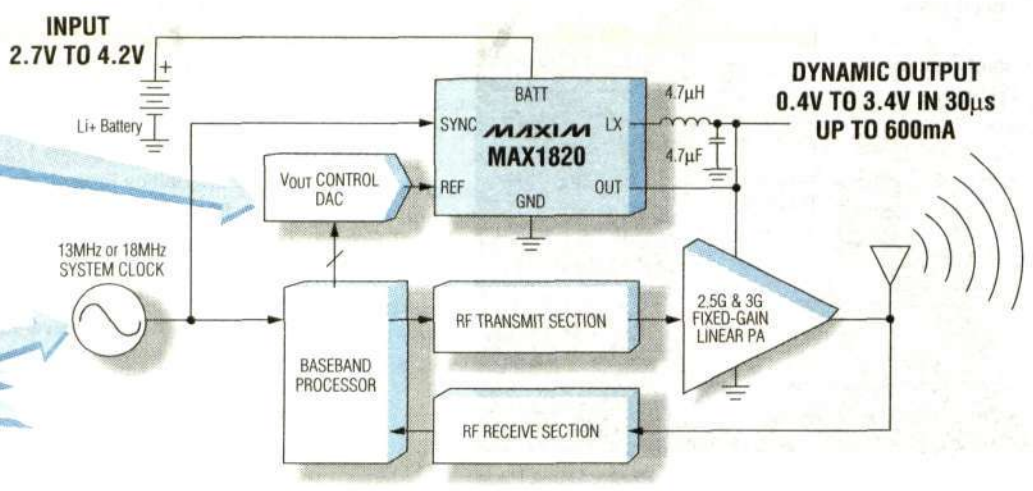
MAX1820Y → ÷ 18 PLL
MAX1820X* → ÷ 13 PLL



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Business cases help customer to find the right solution

Less focus on technical information and more on the marketing aspects that show an operator how to earn money – this approach, known as "proactive selling," places increased emphasis on "business cases" or business plans. In order to coordinate the Ericsson companies worldwide, a group has been formed to provide coordination and support whenever business cases are a key component in customer contacts.

It is important for operators to know how best to utilize their networks to earn money. By developing business plans, known as "business cases," Ericsson can use commercial arguments to show that an investment will be profitable. Illustration: Ulf Frödin

➤ While there is nothing new about formulating business cases, this task was previously often handled by consultants, who drew up the plans on Ericsson's behalf and were well paid for their services. Now that Ericsson's own employees fulfill this role, the skills involved are developed and retained internally, while costs are kept down at the same time.

The business cases reflect developments in the telecom market. An increasing number of the large operators have an ownership structure that is strongly focused on maximizing the value of the company. Accordingly, they want to know how best to utilize the mobile network to earn money – a pressing need when the economy is flagging.

"Previously, business contacts generally involved meetings between Ericsson and the customer's technical manager, but now the operator's president and CFO also take part in the discussions," explains Anders Bohlin, who is in charge of Venture Analysis, a group within Ericsson that devises business cases for GSM, TDMA, GPRS and Edge.

Venture Analysis has existed for two and a half years and consists of nine members, several of whom have previously worked for operators. For WCDMA customers, there is a similar group consisting of four persons, led by Paul Ericsson.

A business case aims to show through commercial arguments that an investment is financially sound. Using various tools, it is possible to calculate, for example, how much ready cash could be generated based on various assumptions.

The aim of a business case is to provide answers to various questions that are important to the potential customer, such as what openings exist in the market for a new operator, or what type of subscribers might be the most profitable to focus on.

Since many operators are currently interested in applications for GPRS/Mobile Internet, the end-user analyses that are included in the business cases are of particular interest. They give some indication, for example, as to how much subscribers might be willing to pay for various applications.

Applications a hot topic

Business cases for applications are currently the focus of attention in the European market, and Venture Analysis has arranged a number of workshops on this subject.

Another focus of interest is the market in North and South America, where many TDMA operators have declared their intention to take the GSM route to 3G. In this area, business cases have played a key role in the arguments advanced for choosing a particular migration strategy.

As far as WCDMA is concerned, part of the focus is now beginning to shift from Western Europe to other markets.

"We predict that a number of new 3G licenses will become available during the next few years, in which case it is vital that we capitalize on the experience gained from our work in connection with previous licenses," says Paul Ericsson.

Local companies write business cases

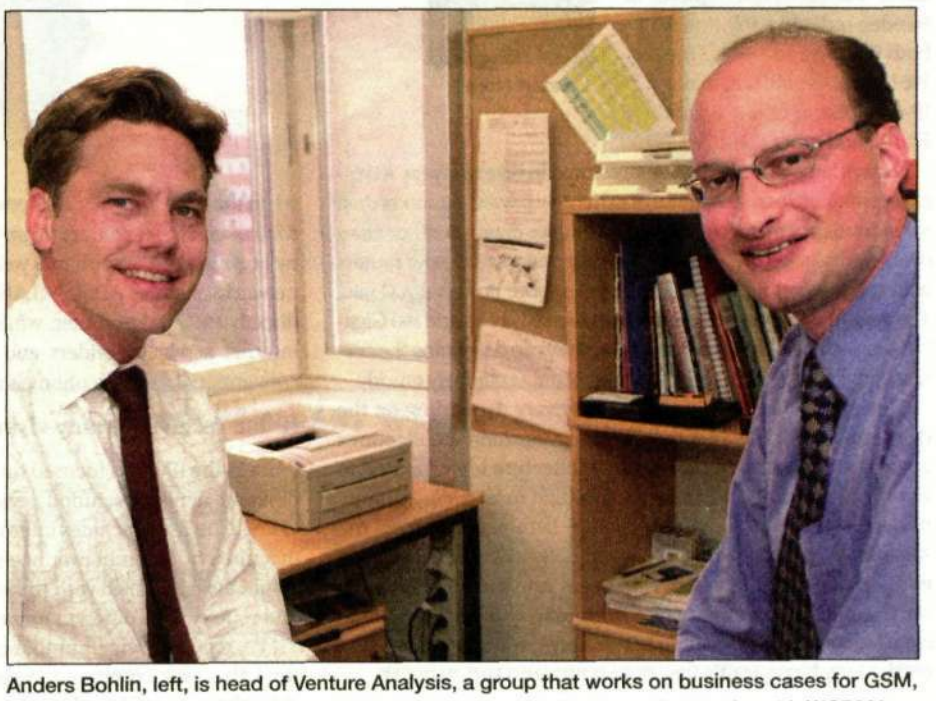
When working with global operators, it is important that all business cases follow the same template and maintain high quality. To ensure that this is so, a new tool has been launched that can be used by anyone working with business cases for GSM, GPRS, Edge or WCDMA. The tool, known as Business Case in a Box, is based on software from STEM, and the model will be updated centrally.

"Since the aim is that the local companies themselves will develop business cases in the future, we will assist with training in the use of the tool," says Anders Bohlin. "Our role in Kista is to serve as a central point for work in this area and to provide support to the local companies."

The optimal situation is that the personnel who work on the business cases are involved right from the very first customer contacts, which take place jointly with Ericsson's customer account managers for existing and new customers.

By establishing information-intensive cooperation with an operator, a feeling of trust can be built up, giving Ericsson a significant advantage prior to the purchasing phase.

"Our aim is to use our business cases to show an operator how its shareholder value can increase through an investment in GPRS equipment, for example. We look at a business transaction from the operator's own viewpoint, with the aim of creating a better understanding of our customers' business. We naturally hope that in the long term this will result in more business and increased profitability for Ericsson," concludes Anders Bohlin.



Anders Bohlin, left, is head of Venture Analysis, a group that works on business cases for GSM, TDMA, GPRS and Edge. Paul Ericsson, right, heads a similar group that works with WCDMA customers. Photo: Ecke Küller

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Ericsson challenges Cisco in IP field

For the past year and a half, Ericsson has challenged Cisco by starting to build complete backbone networks for IP traffic. Annual sales of Ericsson's IP networks now amount to about USD 200–300 million.

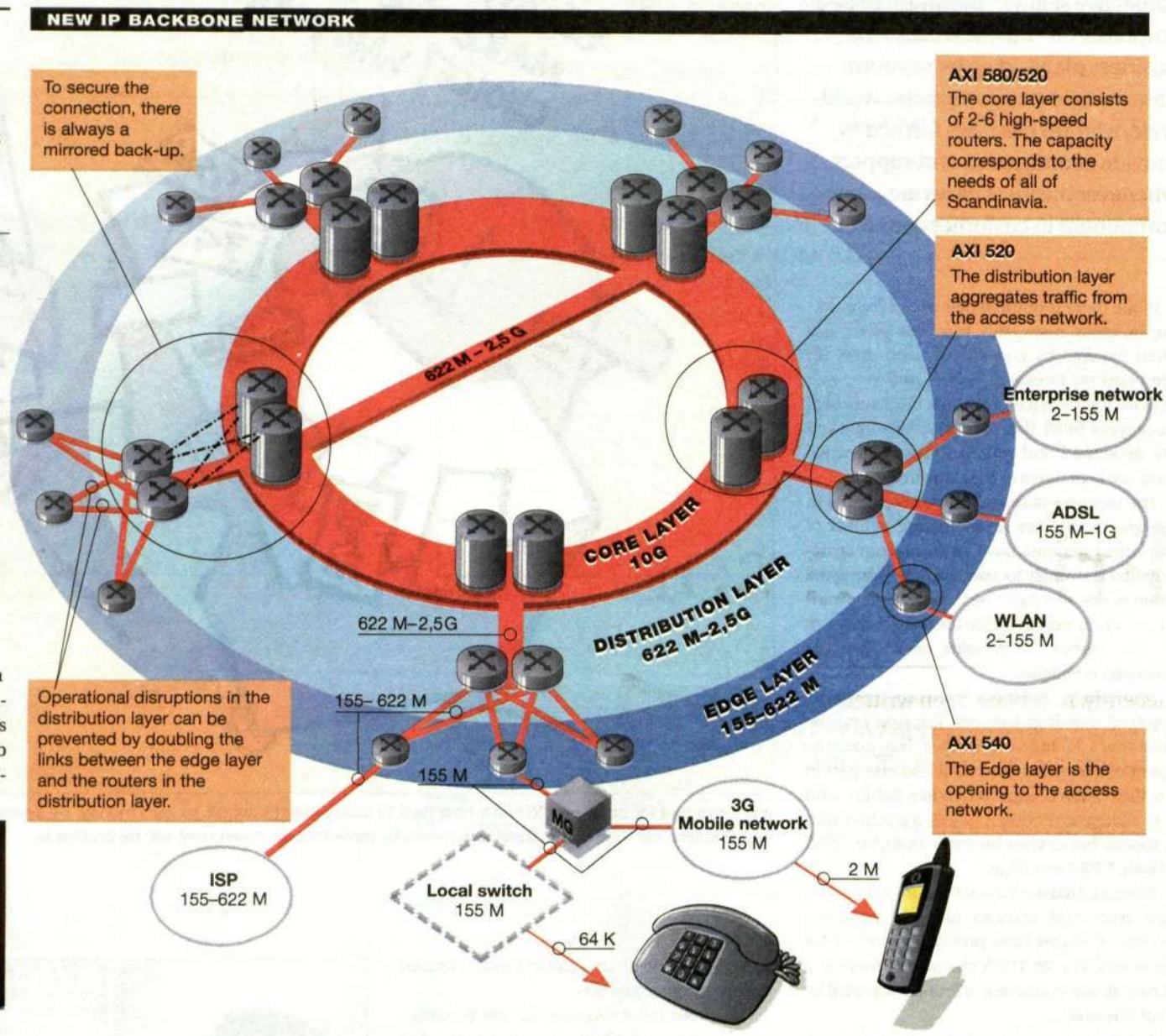

Illustration: Martin Gradén

➤ A great deal of attention is focused today on 3G and mobile telephony, IP and all-IP architectures. However, less is being said about the networks, routers (data switches) and cables that will make it possible. There has been particularly limited focus on Ericsson's emergence as one of the companies that now builds and sells IP-networks to telecom operators.

And perhaps the lack of attention is not all that surprising. As recently as 18 months ago, Cisco controlled 100 percent of the router market. Today, Juniper of the US has captured a market share of about 35 percent and, in view of Ericsson's business alliance with Juniper, Ericsson has also entered the IP-network arena. Ericsson IP Network Solutions, a new unit included as part of a larger unit for IP-infrastructure, has assumed responsibility for Ericsson's business relations with Juniper, and a special IP-lab has been established to integrate various router solutions.


Lennart Norell

"We have already sold our IP-network solutions to several customers," says Lennart Norell, manager of the unit. "A major contract was signed at year-end 2000, when Telia International of Sweden ordered a solution for both Europe and North America. We have also built backbone IP-networks in China, Poland, France and other countries."

Today's large IP networks are structured in several layers. A typical network includes a handful of extremely powerful routers that, for redundancy purposes (if one router goes down, another takes over), are installed in pairs. Ericsson's networks use Juniper routers with the product names AXI 520, or the more powerful AXI 580. The routers are able to transmit data at speeds of 40 and 160 Gigabits per second, respectively, meaning they can determine the correct path for each 60 to 70-byte packet of data extremely quickly.

The architecture in a core layer may vary depending on the distribution of traffic in a specific area. Common architectures are star and ring networks. A star architecture is well suited to European networks, for example, in which most traffic is transmitted from a central point to another continent or across the Atlantic. A ring architecture is best for networks with a high penetration rate and many local customers who surf to sites on the same continent. In ring networks, it may also be desirable to create a diagonal connection between two routers to support a particularly heavy traffic flow or to optimize a sub-network.

Concentration of traffic

Traffic from the Internet and other service providers, mobile networks and enterprise networks is directed to super-router entry points by aggregating routers, some of which may be AXI 520s with varying degrees of capacity depending on specific network requirements. Speeds vary from 622 kbps to 2.5 Mbps.

"We must remember that capacity costs money, and no operator is willing to install more capacity than revenues are able to support," says Richard Bruvik of the IP Backbone Solutions Interop Lab.

The aggregating routers gather traffic from edge routers located on the edge of the access network, which may consist of Ericsson's own AXI 540 routers (from Torrent Technologies, a company acquired by Ericsson two years ago). Traffic from broadband networks, such as ADSL, WLAN and enterprise networks, goes directly to an edge router, while traffic from mobile networks, Internet service providers and local exchanges equipped for conventional fixed telephony is routed via Media Gateways.

IP-lab receiving many visitors

Work in the IP-lab is focused on connecting routers and testing different network solutions, such as Virtual Private Networks (VPN). The work includes interoperability tests on routers manufactured by different producers and network supervision. As a result, the lab is filled with routers featuring different capacities and routers from different manufacturers.


Richard Bruvik

"We receive a large number of visitors to the Lab, and a common request is to provide demonstrations that show how our Juniper and Torrent routers function with Cisco routers," says Richard Bruvik. "We also conduct tests in which we set up selected sections of customer networks and provide training for their operating personnel."

IP-networks are the future, and all operators who want to operate data networks will have to upgrade, develop and expand their networks. The only question is their pace of expansion. Broadband is being expanded gradually, and the more users who have access to broadband, the higher the demands will become on backbone networks and transmission.


Richard Bruvik, Anders Gidlund and Bengt Nordberg initiate preparations for a test to study the interoperability of routers from different manufacturers in a network solution. Photo: Ecke Küller

"Transmission is actually the most expensive consideration. A large number of operators share broadband and capacity and costs for the fiber cable across the Atlantic, for example."

"We have now entered the IP-market and have sold more than 1,000 routers. Our next objective is to provide Multi Service over IP, whereby several services will be offered over the same network, as well as full-quality voice transmissions," says Lennart Norell.

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Moso – the Internet solution

In September 2000, Ericsson and Microsoft, market leaders in mobile telephony and software, respectively, established Ericsson Microsoft Mobile Venture AB, a jointly owned mobile Internet company. The company's goal is to quickly develop simple, user-friendly solutions for a target group comprising telecom operators and service providers.

➤ Focus in the initial stage of operations will be concentrated on a mobile e-mail solution that provides access to Microsoft Outlook functionality, secure mobile links to the Internet and corporate intranet systems.

Development in the Western world today is driven by the requirements of corporate customers, but there is also a great deal of interest among operators who want services directly targeted to private consumers.

Moso is the name of the joint-venture company's solution. All mobile users with telephones or PDAs with wap-functionality will be able to access Moso, provided the service is offered by their operators. Regardless of which standard or which network is used – GSM, GPRS, UMTS, et cetera. And regardless of whether users have Ericsson telephones or mobile phones from other manufacturers.

Simplicity and access

Mobile Venture is focused sharply on providing end-users with simplicity and access. Users will receive an SMS, after which only a few "yes or no-clicks" will provide access to the service.

In comparison, most corresponding services require as many as 24 steps to gain access, an inconvenience that also includes the risks of error.

Moso is a solution that integrates the existing technical platforms and services of Ericsson and Microsoft, thereby offering operators and service providers new and profitable applications in a very short period of time.

Worldwide availability

Moso is based on Microsoft's Mobile Information Server (MIS) platform, the Exchange 2000 and Exchange 5.5 e-mail system with which many users are already familiar.

Coordinated with Ericsson's service network, it creates a complete end-to-end solution that features consulting services, customized software development, system integration – including present billing systems used by operators – as well as support and joint marketing to the customers of established telecom operators.

A typical Moso solution consists of a server for an operator/service provider (Moso Carrier Server) and an enterprise network server (Moso Enterprise Server) placed in their respective environments.

The enterprise network is connected to the service network via a Virtual Private Network (VPN) – a secure, leased line.

The SP-network includes servers for SMS and billing, and a wap Gateway for links to mobile networks and their users.

Moso is a packet data solution for which Ericsson and Microsoft also work in cooperation with HP and Compaq for delivery and installation at customer sites in all parts of the world. Security is also a critical part of Moso, particularly for enterprise networks.

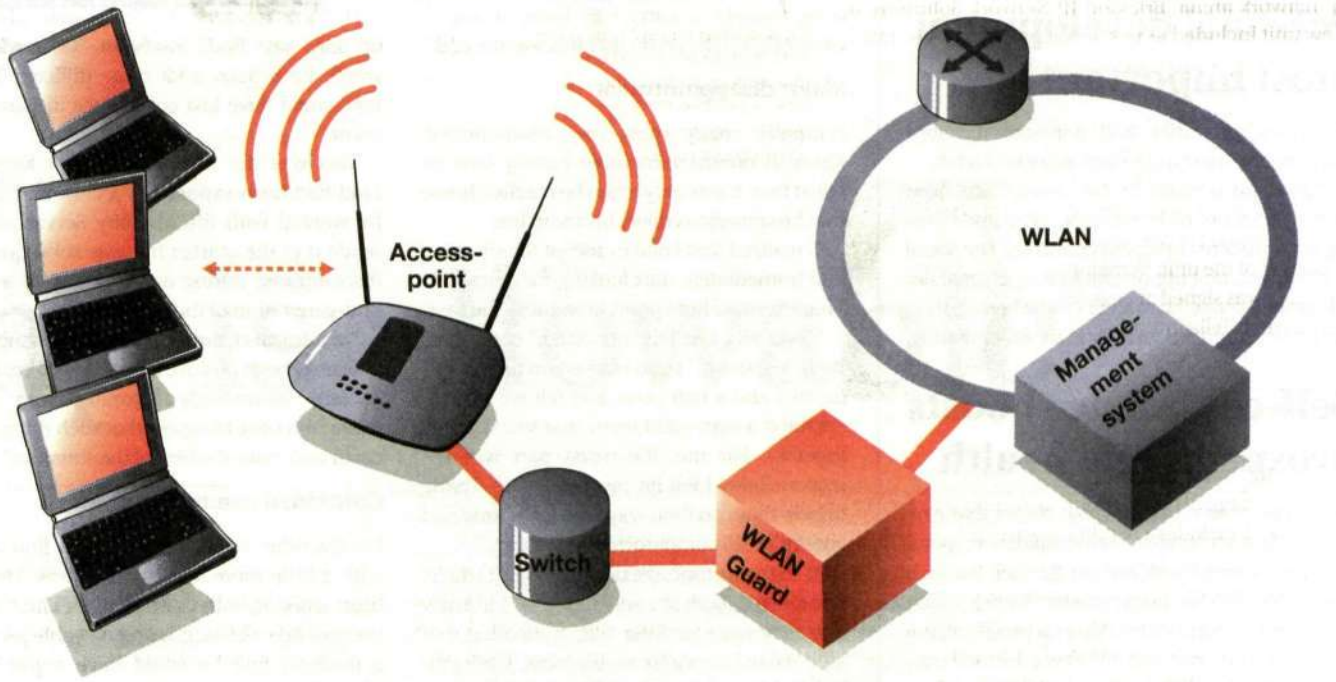
Three operators have already implemented Moso, and a large number of contracts are now being negotiated. The solution has already been launched commercially in two markets.

Lars Cederquist

www.mobileventure.com

Ericsson solved WLAN security

Recently, much has been written about the lack of security in WLAN networks, that is, wireless office networks. The contention is that "Anyone can use simple equipment to gain access to a company's local network." However, it is seldom mentioned that Ericsson already resolved the problem three years ago, at the time when WLAN technology was new.



➤In simple terms, a Wireless LAN, or WLAN, is a wireless local computer network, usually in an office. Persons working in the office can take their laptops with them as they move inside the buildings and have the same high level of transfer capacity as with the normal LAN, which is usually a 10-Mbits/s Ethernet LAN.

The user needs a card for the laptop, a radio modem, which communicates with access points (APs), which are radio base stations mounted on walls or ceilings. Each AP has coverage of approximately 300 meters outdoors and 75 meters indoors and can handle an average of 15 users simultaneously.

"At Ericsson, we could already foresee three years ago, when the technology was still new, that the security of the 802.11 standard, with inbuilt WEP encryption, was too weak," says Patrik Hård, who is responsible for the introduction of the product. Based on established products, Ericsson developed its own node, the WLAN Guard, which meets the strictest security requirements.

Encryption secures tunnel

The WLAN Guard is placed between the access points in the radio network and the wireline local network. This means that the AP is not inside the firewall, which has been the case when hackers have accessed the LAN via an AP.

Ericsson's WLAN Guard works with encryption and authentication to be able to create a secure tunnel for each user. Users must then log on twice, first to the Guard and then to their local networks. Ericsson uses a minimum of 128 bit encryption (Blowfish/3DES), which in practice is sufficient against all attempts at intrusion and broadly exceeds the capabilities of WEP encryption.

One strength of Ericsson's model is that the customer can begin with a standard solution and then add the WLAN Guard, with the required level of security, without having to replace all of the equipment. Another strength is the flexible monitoring system, enabling the central change and addition of keys for new users. The keys are automatically changed after a short time, in order to enhance security. This was impossible in WEP, because with it the encryption was contained in each PC card and AP.

Best in the market

"Our solution is the best in the market and the security debate in the media should really benefit us," says Jesper Larsson, who works centrally with sales to Enterprise's new organization in five regions.

"However, the transition to indirect sales via partners takes time, but we are making intensive efforts to launch our 11-Mbit WLAN system with WLAN Guard and now have 27 partners selling LAN on our behalf. The most recent sales were to Chalmers University of Technology, in Sweden, due to our high level of security, and earlier to schools in Malaysia."

Although Ericsson also sells standard solutions without WLAN Guard, it is recommended that customers always buy the complete solution. Within Ericsson, it is compulsory to use WLAN Guard.

Lars Cederquist

www.ericsson.com/WLAN/product_11.asp

FACTS/WIRELESS LAN, WLAN

Ericsson's wireless LAN solution was introduced to the market in September 2000. The system consists of three parts: an access point, a security solution (Guard) and a PC card for the computers.

Each access point serves 15–20 users simultaneously and coverage is between 75 and 300 meters, depending on whether the system is being used indoors or outdoors.

Each access terminal has a capacity of 11 Mbits/s, which the connected computers share.

Attracting women to technology

>> Campaigns are in progress throughout the world to make women more interested in technology. In the US, women account for a full 45 percent of the national workforce, but only 12 percent work in the technology area.

In addition, the National Council for Research on Women (NCRW) reports that increasingly few American women are being trained within the computer field. In 1984, women accounted for 37 percent of the university degrees awarded in computer technology, compared with less than 20 percent in 1999.

As in many other countries, America's NCRW now wants teachers to start nurturing interest among girl students in computer subjects as early as nursery school level. Colleges and universities are being urged to take away the extremely difficult courses that are often included at the beginning of computer technology courses, since they are believed to deter women from enrolling in such programs.

Flower scents make you smarter

>> Did you know that the scent of flowers increases our intellectual capacity and speeds up our learning ability? This is confirmed by an American study according to the wellido.com health site. In a test, 22 women and men solved a complicated puzzle one fifth more quickly after being given a whiff of flower scent.

Personal development most important

>> Interesting duties and personal development are the most important aspects of a job.

This claim is made by two researchers from Norway's School of Economics, after interviewing 1,500 students in eleven countries. The social environment and opportunities for personal development were seen to weigh more heavily than high salaries and job security in the labor market.

Self-confidence boosts prospects and health

>> A clear pattern exists, which shows that persons with high levels of self-confidence spend less time unemployed and on the sick list than others. This fact has been noted by Patrick Millet, who spent 15 months observing 145 people on the sick list and unemployed. Millet is a doctoral candidate at the Swedish Institute for Working Life.

Persons with good self-confidence spend significantly less time on the sick list. The difference on average is around nine months. They also enjoy better health and spend less time unemployed, on average some 19 months rather than 28.

E-mail-free Fridays in UK companies

>> Companies in the UK are increasingly making Fridays an e-mail-free day. The reason being a noticeable decline in creativity and morale among company personnel due to their spending too much time in front of PC terminals and communicating by e-mail.

The Hogg Robinson travel bureau is one of the companies to have taken this step.

"When people do not engage in e-mail, they become inspired to meet and chat with real people," says company Managing Director David Radcliffe to The Observer newspaper.

Bodil Josefsson and Kenneth Lind really enjoyed working with GSM on the Net. They believed in the product and were passionate about their work. But this spring, it all came to an end. Their project was one of the first to go when the company needed to reduce its costs. They have now found new jobs within Ericsson. But can they regain their enthusiasm after such an experience?

The project that disappeared

➤ Today, Bodil Josefsson and Kenneth Lind are fully engaged in their new jobs. They are optimistic about the future and feel that they have been lucky in finding new challenges within Ericsson. In April, their situation was very different. Both remember exactly how they received the news that the GSM on the Net project was to be terminated. Bodil Josefsson, who was responsible for human resources, was given the news a couple of days in advance.

"My boss said that he wanted to speak to me," she recalls. He came into my office and said, 'We've run out of money.'"

Like most of the other personnel, Kenneth Lind was summoned by e-mail to a meeting in Kista.

"There was a lot of speculation. Some of the team thought a party had been arranged, while others felt certain that this was the end."

Major disappointment

Naturally, many were very disappointed. Kenneth doesn't remember exactly how he felt at first. It was only when he reached home that he started to collect his thoughts.

"I realized that I had to accept the situation and immediately start looking for a new job. There seemed little point in waiting," he says.

"Naturally, one felt very bitter," comments Bodil Josefsson. "I had worked on the project for two and a half years and felt we had assembled a very good team that worked well together. For me, the worst part was the responsibility I felt for my employees. Trying to help them on their way took lot of time and energy. I really empathized with them."

At the same time, the decision wasn't wholly unexpected. Both she and Kenneth Lind knew that they were working with something that lay outside Ericsson's core business. Their project was based on connecting local data networks to the GSM system with the help of IP.

"We realized that we were an expense," is how Kenneth Lind puts it.

Although many initially felt sorry for themselves, the realization soon came that they had been lucky to receive such an early decision. More cuts would soon be made.

"Although the project had been closed down, we had not been given notice and could apply for other jobs within the company," says Bodil Josefsson. "We were given the chance to control our own destinies."

"It would have been a lot worse to simply be transferred somewhere else," adds Kenneth.

Both feel that it was important to understand and accept the reasons for the decision in order to regain their motivation when the project disappeared.

"I think most of the team were able to do this," says Bodil Josefsson. "Otherwise, it would have been a lot more difficult. Then you would have lost confidence in management."

This was the second time that Kenneth Lind had been exposed to a closure. Earlier, he worked with the Mobility Server, which made it to the market but was subsequently discontinued during development of a second-generation of the product.

"In retrospect, however, all of the changes to date have been positive for me. My duties have become increasingly enjoyable with each move. You have to expect that such things can occur and make the best of the situation."

Continued commitment

On the other hand, he wanted to find a job with a little more security this time. He has been working with Cello Packet Platform for the past few weeks. It is an enjoyable job and a position that he could have applied for whatever the circumstances.

"Expectations? Well, I naturally hope that a product will eventually emerge. That would make a pleasant change."

Bodil Josefsson is also content. She is currently the program manager responsible for the marketing routes that will take GSM to 3G.

But how deeply are they prepared to commit themselves to their new assignments?

"I certainly wondered for a while whether it had been worth all those late nights and weekends. But the fate of GSM on the Net has not blunted my commitment to my new job. For me, the most important requirement is to have stimulating and challenging duties," underlines Bodil Josefsson.

Kenneth Lind is in full agreement.

"I had a job that was highly interesting and enjoyable. During my time there, I also got to try various new duties. Naturally, I consider it was worth it."

"It certainly was," agrees Bodil Josefsson. "I learned a lot during the project."

Novices again

Although they would naturally prefer to decide for themselves when they switch jobs, they see no major difference when it comes to starting a new job.

"As always, you move from a situation where you have been knowledgeable about an area to one where you are a novice again," notes Kenneth Lind. "But it's exciting."

In his opinion, the most important aid to quickly getting started again is a good, supportive boss and helpful colleagues. And that's what he feels he has. Some things are also the same when you switch jobs within the same company.

"Ericsson is still Ericsson and the corporate culture is about the same wherever you work."

Maria Paues
maria@pauesmedia.se

"It was not a complete surprise that we were closed down," according to Bodil Josefsson. "With hindsight, you can put together what happened during the spring and see that a decision had to be made."

Several colleagues accompanied Kenneth Lind when he moved to his new job at Cello Packet Platform, where he feels welcome. "The majority are pleased to have gained some new resources, perhaps missing their 'old' consultants, who were forced to go."

"It is important to understand and accept the reasons for a project being closed down, especially if people are to move forward and regain their commitment," say Bodil Josefsson and Kenneth Lind, both intensively engaged in the GSM on the Net project until last spring.

Photo: Alexander Farnsworth

"A slump is allowable"

"Certainly a job can feel meaningless when a project is terminated. Decision-makers are well aware of the fact that the mood among employees is affected by such events," says Carl-Gustaf Leinar, head of Human Resources for Ericsson's Swedish units.

➤ Carl-Gustaf Leinar has often heard engineers referring to their products as their "babies."

"This means that when we close down a project, we touch a person's innermost feelings. Naturally, the person's enthusiasm for their work and their motivation are affected. "

Carl-Gustaf Leinar

For the company's part, it is important to ensure that those affected feel that they are being cared for. Particularly since it is always important to have personnel who are prepared to work on slightly more risk-filled projects.

It is also vital to make an inventory of the particular skills of the affected personnel as quickly as possible. For example, do openings exist in other parts of the company for such skills and experience? Subsequently, a meeting place must be sought, at which clear information is given to the employees about the alternatives they face and where they can meet project managers who could be on the lookout for additional resources.

"Those personnel who are confident in themselves and their own abilities and who understand the logic underlying the decisions that have been made, often handle such situations very well," says Carl-Gustaf Leinar.

"But we can certainly become better at explaining the reasons for what we do."

It's difficult to balance at which stage the personnel should be informed when a project has to be terminated. The earlier the better, of course, for the personnel concerned to get used to the idea.

On the other hand, the company is also anxious not to create unnecessary anxiety and a possible mass exodus.

"Often, however, the employees already have a feeling that something is about to happen. At that stage, the decision has been emerging from within for some time," explains Carl-Gustaf Leinar.

When the decision is finally announced, it is vital that the managers remain in the project, helping to move their colleagues on and ensuring that the work is concluded in the best possible manner.

"It won't work if the boss simply says, 'We've now got three months to close the project down and find new jobs. In my case, I'm starting a new job next week.'"

In the best of worlds, no one should be so concerned that he or she grabs the first good offer merely to assure themselves of a job. Unfortunately, however, Carl-Gustaf Leinar believes that the problems being faced by Ericsson and the industry as a whole could lead to this type of situation.

"Preferably, you should feel that you are going to something, rather than leaving something behind," he underlines.

"Naturally, this is difficult, but projects tend to come and go."

Carl-Gustaf Leinar has personally experienced the situation where the organization he has been working for has been sold or closed down:

"It really is a separation. And the disadvantages are always seen first. For example, you immediately think: now I can't work with the people I like; now I have to move away from these premises. The advantages tend to be seen later. Like when you start to work with equally pleasant colleagues somewhere else."

Carl-Gustaf Leinar explains that he often meets personnel who question whether management really appreciates how much energy and anxiety is involved in such changes.

"And that certainly happens. At the same time, we are governed to a large extent by circumstances and the industry. But certain areas of change can be controlled by ourselves and it is here that we must apply a more moderate approach."

Maria Paues

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ERICSSON RADIOSYSTEMS AB, KISTA – ERA/SV/NBA

GSM BSS System Management
The BSS Architecture & Transport unit is a part of the Radio Network Development organisation, responsible for developing and maintaining the GSM BSS architecture and its transport solutions.

GSM BSS Mobile Positioning – Senior System Engineer

● Support for Mobile Positioning services is now being introduced in BSS. Increased responsibilities in the Mobile Positioning area at BSS Architecture & Transport means that we are now looking for a person to strengthen our System Management team.

Desired qualifications are Master of Science degree in engineering or equivalent and fluency in English. Experience from GSM systems and system management is also desired. You have the ability to quickly obtain a system overview of complex technical problems and you like being a coordinating force.

Contact: Anders Westerlund - Manager, Architecture & Transport, Call: +46 8 404 35 29, E-mail: anders.westerlund@era.ericsson.se. Send application to: Elisabet Grahl – Human Resources, Radio Network Systems, E-mail: elisabet.grahl@era. ericsson.se

ERICSSON TELECOMMUNICATIONS PVT LTD., INDIA

OSS Expert

Ericsson has been associated with the Indian telecom industry for nearly 100 years. Headquartered in Delhi, Ericsson today has more than 500 employees across 16 offices in the country. From Basic Telephony, GSM, Intelligent Networks, Datacom and the most advanced computer telecom integration to mobile office applications, multimedia communications and Software Design Centres, Ericsson offers a complete spectrum of telecom solutions.

Ericsson's operations in India include infrastructure equipment for cellular services, switching & transmission equipment, IP & Datacom, R&D activities and consumer products.

Ericsson has played a key role in spreading the cellular revolution in the country. With 23 out of 43 GSM networks established by Ericsson in India, the company today has a market share of more than 40%, establishing it as a leader in GSM infrastructure network. The telecom market in India is currently growing at a fast pace and is expected to more than double every year.

● We need OSS expert to strengthen our Ericsson Local Support (ELS) organisation. The unit is responsible for support activities to our customers through Field Support Offices (FSO). This involves trouble shooting, emergency support, implementation of new releases OSS R8.1 onward. The position will also be required to coach a team of Engineers in order to build competence and share knowledge.

We are also planning to do the software delivery for upcoming releases and upgrades for Indian market, which requires to set-up the STP as per the requirement for Bundling of Site dump and Testing for the upgrade.

The applicant should have strong Customer focus, interpersonal skills, problem-solving abilities and be able to work effectively in a team. He/ She should also possess good English communication skills.

He/ She should have strong technical background and expertise in required area. Knowledge in the following area/ s shall be an added advantage:

Unix System Administration and Solaris experience. Unix troubleshooting and performance monitoring utilities. Sybase, DB Administration and NWSA knowledge and Installation testing. Knowledge of SUN Hardware. System Integration experiences (installation scripts, troubleshooting). Billing knowledge/experience is a plus. Integration/installation knowledge of 3PP, CORBA components (for software bundling).

Qualification & Experience: Degree in Computer Science or Electronics or Telecom Engineering.

Total 10 years working experience in Telecom or Telecom Management systems with 1-2 years experience on GSM OSS in Verification and/or Support environment. Experience on GSM OSS R8.1 is essential and knowledge of future releases is a plus.

Duration: 12 to 24 Months. The initial contract shall be for 12 months.

Contact ASAP: ECI/HRM Sandeep Pal , Phone + 91 11 6701756/ 6180808, E-mail: sandeep.pal@eci.ericsson.se

LM ERICSSON ISRAEL LTD

Head of Systems Solutions Management

● This Position requires an independent, self-driven individual who is excited about being part of a new unit within L.M Ericsson Israel Ltd. (EOI).

You will lead the EOI Systems Solutions Management, and be a member of the Company Management Team, working with new and established mobile and datacom operators in one of the most competitive markets in the world. You are a person looking for new challenges and you have a genuine interest in technology, business, as well as people management.

The position offers an opportunity to work in close contact with new and existing customer accounts (wireless/wireline and datacom), and to work in a truly international environment.

You will be responsible to provide competence in 2G and 3G wireless and wireline infrastructure technologies and solutions, including transmission solutions and Ericsson Mobility World.

Requirements: You will have the ability to understand the technical requirements and the consumer needs and be able to match them together with existing or potential products and services.

You will be familiar with the industry trends in the New Telecom World and have the ability to translate these into new business opportunities.

We expect you to have technical and business skills equivalent to a Master degree, extensive working experience in Mobile Telephony related fields, experience in Ericsson wireline product portfolio and experience from product management and marketing.

We expect you to have solid managerial experience, preferable in previous international assignments, with the capability of building and driving a successful and motivated team. This position reports to the President and it is a long term contract.

Contact: Per Jansson, Senior Manager, Product Management, L.M Ericsson Israel Ltd. Phone. Office +972 3 900 6026 Fax +972 3 903 4747, Mobile +972 54 801 994. HomePage <<http://il.eu.ericsson.se/eoi/KAM/kam.htm>>

ERICSSON THAILAND, BANGKOK

GSM System Specialist

The GSM System specialist is responsible for promote GSM products and solutions towards the Customer, and to develop the local product knowledge of both Customer engineers and Account staff.

● Major responsibilities: Determine and analyse business opportunities for Ericsson and PU's, and the Customer, and prepare specific product offering tailored to the customer needs.Manage and maintain CME 20 Radio & Switching Product knowledge.Prepare and make presentations to other local Ericsson staff, and the Customer on GSM products updated.Provide PU's with regular updated information on the local market conditions.Advises customers on the impacts of new product packaged to their GSM systems.Support KAM and Sales Department Manager to plan and promote technical solutions to meet the customer's requirements and Ericsson strategic goals.Support and encourage colleague to "networking".Undertake other duties as requested by the KAM.

Competence Requirement: GSM system in detailsRoad Map toward GPRS and Edge products knowledgeNetworking with PU

Qualification: University degree or above-major on Telecommunication or Electrical Engineering.At least 3 year product management experiences on Mobile SystemGood technical knowledge in GSM SystemAble to communicate concisely in writing and speaking in EnglishHigh Presentation Skills

Contact: Kvanchanok Changtongdee, People & Culture Office, Kvanchanok.Changtongdee@ect.ericsson.se

ERICSSON SYRIA

Ericsson Syria is looking for a talented motivated person to engage in and fill the position of:

Technical Manager (Mobile Systems/GSM)

● The applicant should have a strong customer focus and a competitive technical background in mobile systems, particularly GSM. The successful candidate shall work under the Key Account Manager to propose technical solutions for the customer's network/ market. He should be able to coordinate work with the product units, designers, product managers, support organization and project manager in order to recommend and implement the best possible solutions and customer adaptation. He will help the KAM in sorting out and finalizing commercial and support issues as related to new products, equipment hardware/ software/docware, features, services, etc..

The applicant is required to be a University Graduate and should have at least 7-10 years of technical experience in the telecommunication field and Mobile Systems. English fluency is essential. Some travel may be needed.

Application: Raed.shanaa@tos.ericsson.se, Office: +963 11 611 8510, Mobile: +963 94 222 060

LM ERICSSON (NIGERIA) LTD.

NEXT CHALLENGE-NIGERIA
Ericsson has 3 new GSM customers in Nigeria. We therefor enhance the KAM organisation in our local company LM Ericsson (Nigeria) Ltd. Following positions are open and on long-term conditions based in Lagos.

Key Account Managers

● As a Key Account Manager you will be responsible for the establishment of the long term partnership between the customer and Ericsson and fulfilling the customer's high expectations. You will lead the Core 3 marketing and sales team and ensure the product supply to our customer. Your major tasks will be to build the relation with the customer, create and maintain account plans, meeting or exceeding order booking objectives, sales budget and forecasts.

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

Technical Managers

● As Technical Manager you will be responsible for the solutions we propose and provide to the customer. That includes technical discussions with the customer, product presentations, lead the work for preparation of technical specifications and production of technical documentation, all in close teamwork with our marketing and sales organisation.

For both positions we need persons whose profile shows that they have earlier experience as managers and leading teams, outgoing, independent and self-motivated with strong interpersonal and communication skills. They should have a university degree, preferably M. Sc. or similar. Good written and oral skill in English.

Contact: Hans Olander, Business Manager MTN & NITEL, +46 8 404 6942Goran Soderholm, GAM MTN, +27 83 212 1533Gustav Magnusson, Business Manager ECONET, +46 8 508 76640Hans-Olov Rauman, GAM ECONET, +27 83 212 5521Gote Hedblom, Human Resources, +234 1 269 0249, ECN

823 325. Application: LM Ericsson (Nigeria) Ltd.E-mail: gote.hedblom@era.ericsson.seL.M.

ERICSSON A/S, DENMARK

Your future in a new world. You will work in the borderlands to an entirely new world and play a part in shaping the communications solutions of the future. You will develop your own job and career opportunities. Only you determine the limits to your own challenges.

Configuration Manager

● Configuration Manager role in large international SW projects. You will become a central part of the Danish Project Office, which manages and co-ordinates Ericsson's large and international SW development projects for AXE telephone exchanges. The solutions are developed simultaneously in many development divisions in different countries.

Your role is to ensure that the configuration activities are co-ordinated, planned and executed in all parts of the project. This includes ensuring that CM environment are available, product structure is defined, baseline is defined and tracked, changes to the projects is controlled and communicated and CM status is reported to the project managers. You will also be part of defining new requirements to the CM environment to ensure that it runs as optimal as possible.

You are a trained engineer, technician, computer scientist, or have a related technical degree – combined with experience with Configuration Management and AXE10.

Your background has deepened your existing familiarity with the CM processes and CM tools used in large development projects – and considerably improved your very extensive ability to command a broader perspective and structure highly complex processes.

On a personal level, you are very extrovert and have excellent communications skills. You use these qualities to establish and improve efficient co-operation across national borders and cultural differences. Accordingly, you are also proficient in spoken and written English. If you are not already familiar with the various relevant tools, we will provide you with all the knowledge that you require.

eMatrix Method & Tool coordinator

● Key co-ordinating role in large international SW projects. You become a very central part of the Danish Project Office, which manages and co-ordinates Ericsson's large and international SW development projects for AXE telephone exchanges. The solutions are developed simultaneously in many development divisions in different countries.

Your specific role is to make sure that the development projects uses Ericsson version of eMatrix in a uniform way regardless of nationality and geographical location. Accordingly, you assess and choose the appropriate methods for each project. As part of this, you also decide what possible retraining is necessary and who will deliver the selected retraining – should you develop internal courses or hire expert assistance? Do we already have the required software, or is it necessary to acquire new software? And finally, who should be retrained when?

You are a trained engineer, technician, computer scientist, or have a related technical degree – combined with experience with SW development and project management. Your background has deepened your existing familiarity with the processes and methods used in large development methods – and considerably improved your very extensive ability to command a broader perspective and structure highly complex processes.

On a personal level, you are very extrovert and have excellent communications skills. You use these qualities to establish and improve efficient co-operation across national borders and cultural differences. Accordingly, you are also proficient in spoken and written English. If you are not already familiar with the various relevant tools, we provide you with all the knowledge that you require.

NDC DMN-AXE PROJECT OFFICE

The challenge for a group manager who wants to make a difference

The telecommunications networks are changing rapidly in order to adapt to the new service offerings such as Broadband and Fast Internet over ADSL and Ericsson is one of the major players on this market. In order to adapt to the new services numerous requirements are being set on the networks. Most important is the ability to combine different technologies and to control the network.

The Global Product Centre (GPC) in Denmark is an important part of Ericsson's product development organisation. The "NDC DMN-AXE Project Office" is responsible for running total Wireline AXE projects. The total AXE project is a combination of many sub and associated projects located around the world employing more than 1000 people.

Our projects start at TG0 and end at TG5 including design, test and industrialisation of the complete AXE.

Group Manager

● We are looking for a group manager with documented experience, who is ready to take on the challenge of leading a group of dedicated people working with Method, Tools & Training, Configuration Management, Signal co-ordination and simulated test environment. The job also includes taking initiatives to improve the way we are working in very large projects.

You must be able to handle stress situations and create team spirit. Your communication abilities must be excellent and you should be able to communicate fluently in English.

Signal Co-ordinator

● Signal Co-ordinator role in large international SW projects: You will become a central part of the Danish Project Office, which manages and co-ordinates Ericsson's large and international SW development projects for AXE telephone exchanges. The solutions are developed simultaneously in many development divisions in different countries.

To be able to control the development of very big systems we have divided our SW programs into different blocks. Your role is to ensure that the signals (interfaces between the blocks) are co-ordinated. By means of our state of the art tool (SigmaTool) you will define the overall Target System with the focus on defining responsibility for every signal in the system. You will plan and track progress of signal co-ordination in the different parts of the project.You will also be a leading part of optimising the signal co-ordination processes.

ECC Method & Tool coordinator

● Key co-ordinating role in large international SW projects: You become a very central element in the Danish Project Office, which manages and co-ordinates Ericsson's large and international SW development projects for AXE telephone exchanges. The solutions are developed simultaneously in many development divisions in different countries.

Your specific role is to make sure that the development projects uses Ericsson version of ClearCase (ECC) in a uniform way regardless of nationality and geographical location. Accordingly, you assess and choose the appropriate tools and methods for each project. As part of this, you also decide what possible retraining is necessary and who will deliver the selected retraining – should you develop internal courses or hire expert assistance? Do we already have the required software, or is it necessary to acquire new software? And finally, who should be retrained when?

Engineer, technician, computer scientist, or related

● You are a trained engineer, technician, computer scientist, or have a related technical degree – combined with experience with AXE10 development. Your background has deepened your existing familiarity with the SW processes and SW tools used in large development projects – and considerably improved your very extensive ability to command a broader perspective and structure highly complex processes.

On a personal level, you are very extrovert and have excellent communications skills. You use these qualities to establish and improve efficient co-operation across national borders and cultural differences. Accordingly, you are also proficient in spoken and written English. If you are not already familiar with the various relevant tools, we will provide you with all the knowledge that you require.

Simulated Test Environment co-ordinator

● Simulated Test Environment (STE) co-ordinating role in large international SW projects: You will become a central part of the Danish Project Office, which manages and co-ordinates Ericsson's large and international SW development projects for AXE telephone exchanges. The solutions are developed simultaneously in many development divisions in different countries.

Your role is to make sure that the simulated test environment is in place for the development projects. The STE consist of a number of test tools and components representing different simulated HW products. Your job is to make sure the project requirements to the STE are identified, that requirements for new components are analysed and prepared, that components are developed and tested and that the project receives support for STE. Additionally it is expected that you will be an ambassador for STE throughout the Ericsson organisation.

Engineer, technician, computer scientist, or related

● You are a trained engineer, technician, computer scientist, or have a related technical degree – combined with experience with SW development. Your background has deepened your existing familiarity with the processes and methods used in large development methods – and considerably improved your very extensive ability to command a broader perspective and structure highly complex processes.

On a personal level, you are very extrovert and have excellent communications skills. You use these qualities to establish and improve efficient co-operation across national borders and cultural differences. Accordingly, you are also proficient in spoken and written English. If you are not already familiar with the various relevant tools, we provide you with all the knowledge that you require.

Contact: Kim Mahler on + 45 33 88 31 67. Application marked "50018026": nytjob@ericsson.dk or to L.M. Ericsson A/S, Sluseholmen 8, 1790 Copenhagen V, Denmark, Att. Human Resources.

Project Administrator

● You will be the Project Managers right hand and the center of the communication flow in the project. You become a very central element in the Danish Project Office, which manages and co-ordinates Ericsson's large and international SW development projects for AXE telephone exchanges. The solutions are developed simultaneously in many development divisions in different countries.

As a Project Administrator you have a key-position and you will support the project leaders and other project members with a variety of administrative tasks. You are responsible to update the project libraries and the project WEB in order to give your project members easy of access for the project status. You will organize meetings, Kick-Off's and other project arrangement. You will write minutes from meetings and you are skilled in proofreader and help us in different English texts. You will also follow-up on project budget and other administrative tasks that help create an overview of the project.

The candidate we are searching has a solid background within administration probably a graduate in correspondence, business administration or secretarial education. You have sense for economics and good computer skills and experience within MS Office.

You are open, inquisitive and structured in handling your work tasks. You have an overview over complex structures and will deliver your work in time – also in stressed situations. It is important that you have good social skills both in co-operation and communication with other people, since the position includes frequent contacts in a large international organization. Our candidate is fluent in English verbally and in writing.

Project Controller

● As Project Controller you have a key role in an international project organization. You become a very central element in the Danish Project Office, which manages and co-ordinates Ericsson's large and international SW development projects for AXE telephone exchanges. The solutions are developed simultaneously in many development divisions in different countries.

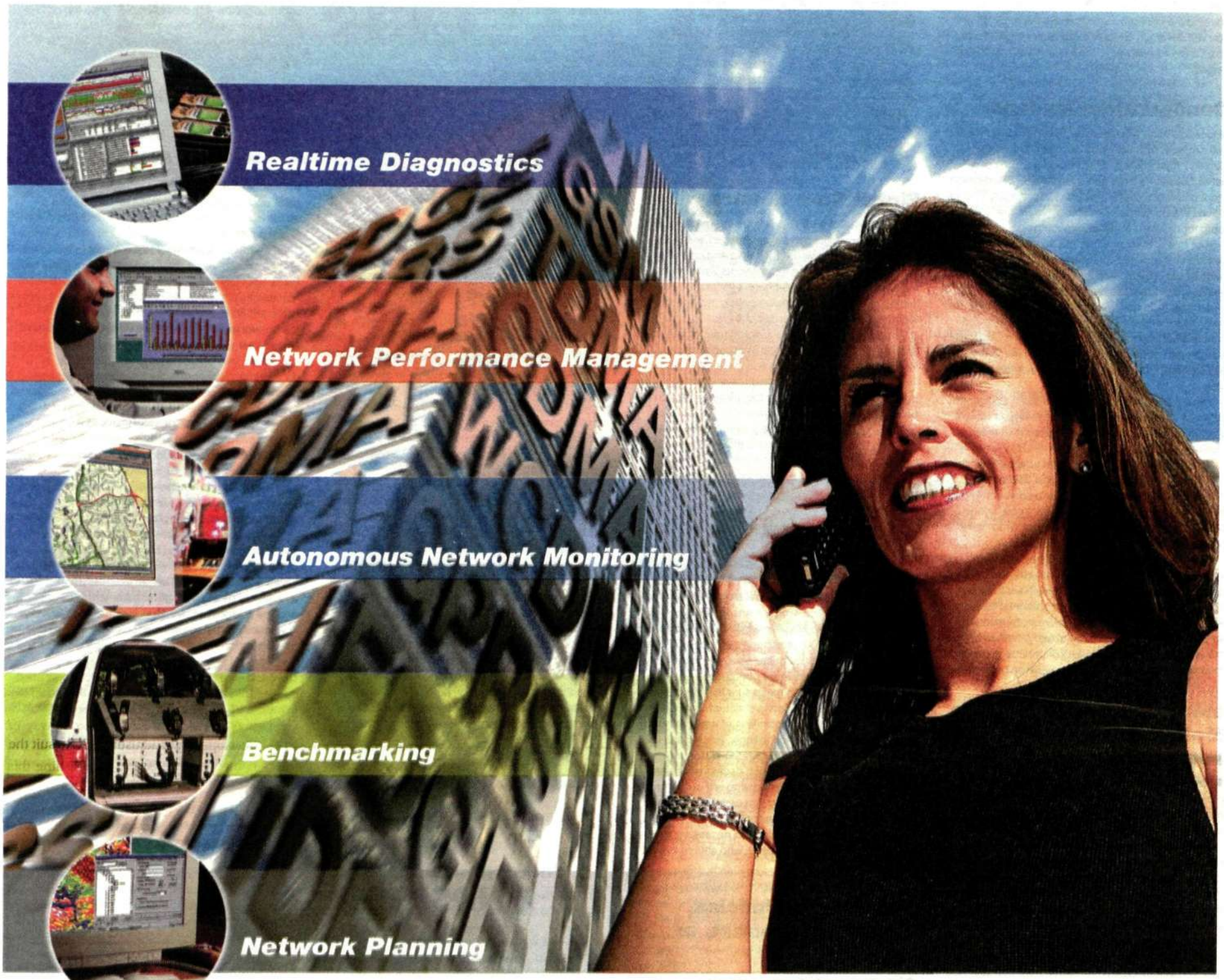
As a Project Controller you are a part of the total project management team and will work closely with the project leaders with the project financial control routines as planning and control. An important part of the job is to establish an economy process within the project and you have the overall responsibility to ensure that the financial management of the projects is efficient, well coordinated and organized to provide maximum support to the total project management and its Steering Committee for the fulfillment of the financial project objectives. You will report the status of the project economy mainly to the project management.

We are looking for someone with bachelor of commerce qualifications (HH) or knowledge of accounting. You have knowledge in the MS Office and as we are working in international organization, our candidate is fluent in English verbally and in writing.

You are open, inquisitive and structured in handling your work tasks. You have an overview over complex structures and will deliver your work in time – also under pressure. The job involves contact with a variety of people and good communication skills and the ability to work with others are therefore highly valued. The person we are looking for is good at combining independent work with teamwork.

Contact: Liisa Uitti on + 45 33 88 37 96. Application marked "50018029": nytjob@ericsson.dk or to L.M. Ericsson A/S, Sluseholmen 8, 1790 Copenhagen V, Denmark, Att. Human Resources.

TEMS™ *Making Wireless Better*



Task: Planning and optimizing wireless networks.
Solution: The TEMS portfolio. From 2G to 3G.

If you need to plan and optimize 2G or 3G networks, use the TEMS portfolio from Ericsson.

Operators around the world utilize our portfolio, for every aspect of network optimization – from initial design and performance testing to upgrades and expansion planning.

We're constantly improving our products to make sure they address the challenges wireless operators have to face.

Delivering tools to grow with, from 2G to 3G, we're helping make Mobile Internet a reality.

www.ericsson.com/tems • Intranet: tems.ericsson.se

ERICSSON

Swedish technology boosts Mobile Internet in Latin America

Swedish technology and Chilean entrepreneurship are coming together. Ericsson is one of the parties investing in MI Factory, a Chilean company that will stimulate development of Mobile Internet in Latin America.

Chile's minister of finance (standing, right) was present when representatives from Saab, Ericsson, MI Factory and the Chilean Industrial Development Authority signed the agreement that is to prepare the way for Mobile Internet in Latin America. Photo: Ecke Küller

➤ Representatives from Ericsson, Saab, and Chile's Said Group were all there, at Ericsson Microelectronics offices in Kista to sign the agreement. It called for the commencement of an investment fund, into which all three members of MI Factory provide money, along with the Chilean government. The purpose of the fund is to support development of Mobile Internet services and products in Latin America.

"The aim is to bring ideas and technical know-how from Sweden and Ericsson, and use those as a basis for further development of services and products for Mobile Internet in Latin America," says Jaime Said, chairman of the board at MI Factory.

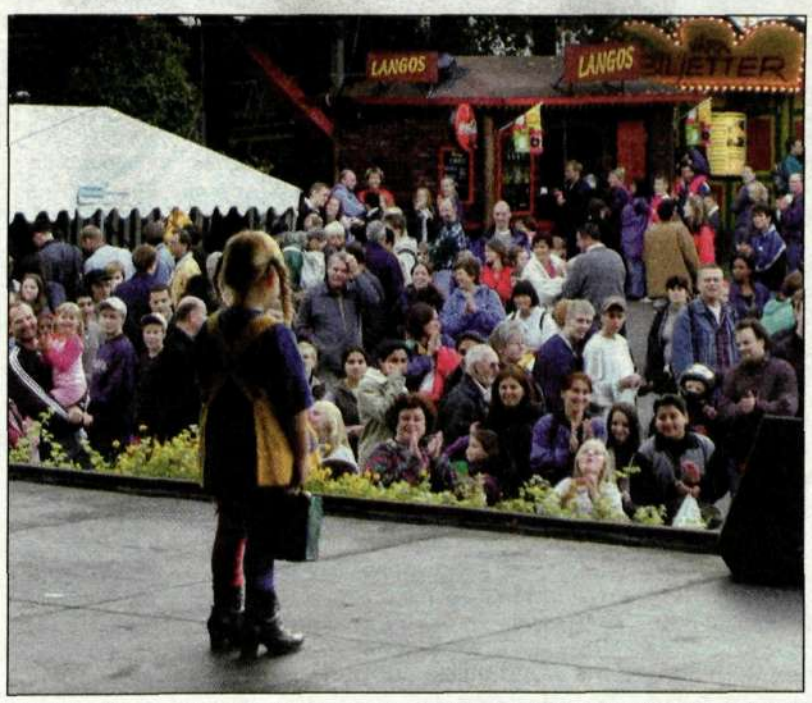
Chile's Minister of Economy was there for the signing ceremony as well. He gave a short speech about the importance of this cooperation for the Chilean economy, and said that people in Chile stood to gain a lot by using ideas and technology from Sweden.

Hugo Löjdquist, president of Ericsson Chile is also very satisfied with the collaboration.

"Ericsson already has 70 percent market share for mobile infrastructure in Chile. This is one way for us to prepare the ground for introduction of Mobile Internet solutions and the third generation networks," he says.

After the agreement was signed, the group toured the Ericsson Microelectronics component production plant. The visit ended with a toast to MI Factory's success and for continued collaborations between Chile and Sweden.

Tonya Lilburn
tonya.lilburn@lme.ericsson.se



Sara Hagelin, age five, sang "Here comes Pippi Longstocking" at the Ericsson Day in Stockholm. Photo: Thomas Augustsson

Small stars entertain large audience

➤ One of the highlights of Ericsson Day in Stockholm was when Ericsson's child stars performed impersonations of figures ranging from Pippi Longstocking to the Spice Girls.

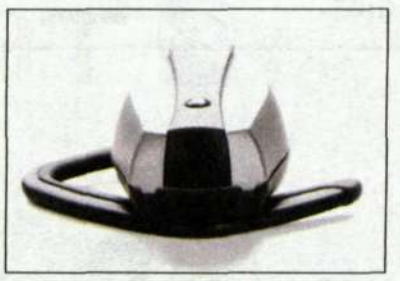
Some 15,000 visitors came to Skansen Heritage Park and Gröna Lund Amusement Park in Stockholm to listen to the child performers, admire the displays put on by Ericsson's leisure-activities clubs and enjoy all the other pleasures on offer during Ericsson day.

"Not only can we fill order books; we can also fill Gröna Lund, Skansen and Liseberg," said Ericsson's President and CEO Kurt Hellström in his address to the many Ericsson employees and their families who attended the event in Stockholm.

Tonya Lilburn

sverige.ericsson.se/fun

ERIC & SON



Readers nominate Bluetooth headset

»» Ericsson's HBH-10 Bluetooth headset has been nominated in the Most Wire Extra category in Webzine Wired Magazine's 2001 Wired Rave Awards.

The Ericsson product was nominated by the magazine's readers in a survey in which they were asked to choose the people, products or websites that are influencing culture and business today.

Ericsson's Bluetooth headset is one of five products nominated in its category, and as such may be selected as the best hardware or software accessory for use with a computer or PDA at the Rave Awards Gala, which takes place in San Francisco in October.

Ericsson Infotech sets the example

»» Ericsson Infotech's work with Balanced Scorecard (BSC) has been used as a good example in a report presented by the English company Business Intelligence. In the report eight case studies are made of companies that have successful strategies concerning the implementation of BSC. Ericsson Infotech's way of developing and adjusting BSC to suit the company's needs, and establishing this tool throughout the organization is brought out as a good example of this.

The aim of the BSC concept is to manage the difference between actual value of the company as decided by the actors in the market place (market value), and the values presented in the balance sheets and income statement (book value).

NEW ASSIGNMENTS

Lennart Svensson has been appointed president of Ericsson in Uruguay, effective November 1.

Bertil Arvidsson has been named as an Ericsson Expert, based on his expertise in fiber technology. He is the first person at Ericsson Network technologies to receive this honor.

Ersin Pamuksuzer has been appointed head of the new Israel and Turkey marketing unit, effective October 1. He will also serve as president of Ericsson in Turkey.

Bill Zikou has been appointed head of the Southeastern Europe marketing unit, effective October 1. The new marketing unit covers Albania, Bulgaria, Greece, Cyprus, Romania, Macedonia, Moldova and Yugoslavia.

No. 16,
October 4,
2001

contact

If undeliverable, return to:
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Box 3263,
SE-103 65 Stockholm

Niklas Rosvall and Carina Lundqvist, both from Ericsson Internet Applications, often attend trade fairs, seminars and customer meetings to explain what the Mobile Internet is. From month to month, they observe that users are gaining more knowledge about the field.

Photo: Gunnar Ask

Ambassadors on the road

Carina Lundqvist and Niklas Rosvall could be called ambassadors for the Mobile Internet. Recently they found themselves in London during Ericsson's Strategy and Technology Summit to explain Ericsson's contribution.

Both enjoy the role of ambassador immensely, but reveal that it is not always as glamorous as many might believe.

➤ For several years, both Carina Lundqvist and Niklas Rosvall have had the job of explaining Ericsson's message at trade fairs, customer meetings and other events.

Carina shares her working time between technical sales support at the Ericsson Internet Applications core unit and as a representative at trade fairs and customer meetings.

In her work with sales support, she keeps up-to-date with developments on the technological front and her role as ambassador provides a further insight into the operations of the company. She enjoys the contrasts.

"I love this job, although it is not as glamorous as many might believe. It involves long journeys and long working days. When you get home, you are often completely worn out and want to sleep for two days. My friends are surprised that I mainly want to stay at home during my vacation, doing as little as possible," says Carina Lundqvist, smiling and looking for all the world as though she has never been exhausted.

Niklas Rosvall works with strategic marketing at Ericsson Internet Applications. He emphasizes the importance of doing "missionary" work for Ericsson.

"It is important that both the man in the street, as well as the press and analysts are given an opportunity to become familiar with the Mobile Internet and to try it out. The media often provide us with important feedback as to which of our products and services will become popular," he explains.

The questions the two receive change from month to month. A year ago, most people wanted to know "What is the Mobile Internet?", while today, many want to know which services actually exist and what Ericsson has in the works.

Ulrika Nybäck
ulrika.nyback@lme.ericsson.se

CHRONICLE

Lars-Göran Hedin
corporate editor

Adapting to new conditions

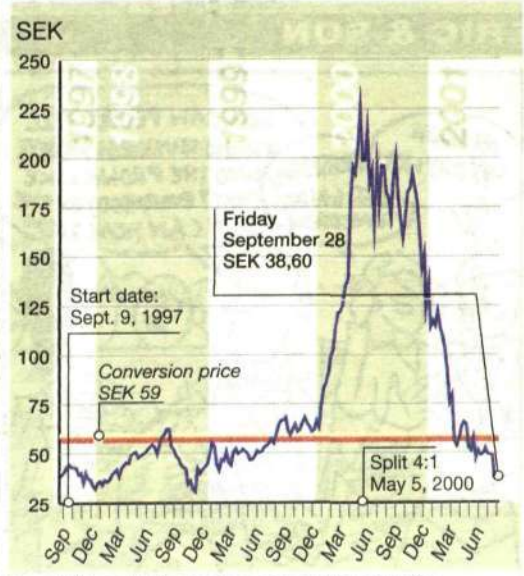
➤ Two weeks have passed now, as I write this column, since the 11th of September attacks. It is amazing how easily the human being adapts to new situations. Last Tuesday, as always, we launched another issue of our 5minutes program. This time with a close-up report from New York, a very touching story on how Ericsson colleagues at Mobile Internet World on 55 Broad Street, Manhattan, experienced that terrible morning when everything collapsed around them. But they also described how they are now getting back to normal and how support from Ericsson colleagues all over the world has helped them do so. If you haven't seen that piece, take a look at it.

You know even if there's a new 5minutes program launched when you read this – and there will be – you can also watch previous shows via the archive function on the 5minutes site.

I remember hearing someone many years ago describe human adaptability as the key reason why this particular species rules the earth. In that sense, success is not about power or physical strength, not even in the good old days when strong arms were more important than they are now. Success and survival is all about being willing to take in a new situation and make the best of it, to adapt to new conditions in life. And remember, adaptation is not always about finding ways to handle serious problems or harsh conditions, it is just as often about grabbing an opportunity that is offered to you and making something good out of that opportunity.

In this issue's At Work section there's a very good example of what I am trying to say. Two colleagues found out one day that the projects they were working on were going to be terminated. This situation will become more and more common as Ericsson moves into a more flexible mode and tries to adapt quicker to changing market conditions, or other reasons for dropping one idea and moving to another. These two colleagues adapted to the situation – found new and, as it turned out, more exciting projects to work in. Yet another example of how the ability to adapt and make the best out of a new situation can lead someone further in life. We must keep this rule in mind, now that so much is changing within our company. And remember that in a large company like Ericsson there are always new challenges to pursue.

THE ERICSSON B SHARE



For additional information, access the website:
http://inside.ericsson.se/convertibles