

INTERSECTIONS


A NEWSLETTER FOR ERICSSON EMPLOYEES IN LYNCHBURG

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*Wishing you
a wonderful
holiday season!*



ERICSSON 



Ringin' in the holidays—Back Page.

Branching out for tomorrow through employee competency

It's not a program. It's our future.

Could you have imagined where you'd be right now, 10 years ago? Think about it. Given the tremendous rate of change in today's world, few of us could have ever guessed we'd be doing the things we're doing, armed with the knowledge we have, in tune with the issues of our time.

Beyond business, the world itself has changed. Who really foresaw the emergence of the Internet or wide-spread wireless communications?

Now consider where you'll be in another five years, or even three. What will you do? What will be expected of you? What knowledge will you need to bring added value to your business or your profession?

As today's rapid rate of change continues, we'll all face a brave new world filled with opportunities we have yet to imagine. But will we be ready for our new challenges when they arise?

Branching out for tomorrow means nurturing deep roots today

At a very strategic level, Ericsson has been involved in the process of planning, predicting, anticipating the types of knowledge, skills, and expertise we'll

need throughout the organization to maintain world leadership in our markets. This process is called Managing Competencies and it will affect every employee within Ericsson worldwide.

In Lynchburg, much of the salaried workforce has already been involved in assessing the skills and expertise they will need to be successful in the future. Human Resources is working tirelessly in helping employees identify their gaps and develop ways to close those gaps.

According to Site HR Director Charlie Kelly, it will be equally critical that Lynchburg manufacturing associates get involved in their own gap analyses to ensure that they, too are prepared for what's ahead.

"The world is obviously going to be different in the next couple of years," said Charlie. "We must be equipped with the skills and competence we need to stay competitive."

"In the coming year, we can all count on Ericsson being more dedicated than ever before to individual employee development and opportunities for lifelong learning, but proactive involvement at the individual's level is critical for our success."

In 1998, manufacturing teams will identify the competencies

they will need for the year 2000 and beyond and map out career paths for individual goal setting and measuring.

Managing Competencies isn't a short-term program with a beginning, middle, and end. It's one of the most important strategic decisions the company has made this decade. In choosing the initial set of key competencies, it gives us all focus. And this is just the first step. Over time, competence management will become a way of organizational life; the stronger we develop our roots, the stronger we—both as individuals and as an organization—will grow.

Managing competencies enhances our capabilities and opens up a whole new world of possibilities. It's an opportunity to make ourselves more valuable as individual contributors to the continued success of Ericsson.

Here's what you can do now to prepare for what's ahead:

- Read and study any materials relating to managing competencies, and the future of your profession and our business.
- Talk about competencies with your colleagues and managers.
- Find ways to incorporate the thinking behind this into your daily routine.

A dominant force in the global telecoms market, Ericsson doesn't remain so by standing still

Editor's Note: Ericsson's CEO Lars Ramqvist was featured in the September issue of NASDAQ, the international magazine of The Nasdaq Stock Market. Here are a few excerpts about the global issue of outsourcing.

Barely a day seems to pass without Ericsson landing a lucrative contract in some region of the globe. Under CEO Ramqvist's direction, the company has developed into a heavyweight in the international telecoms market.

Much of Ericsson's current success can be attributed to the foresight of Ramqvist and his executives... he switched Ericsson's growth emphasis from fixed networks to the cellular industry, ahead of the trend.

The shift in emphasis, however, has necessitated a metamorphosis of Ericsson's business structure. A major corporate reshuffle has seen thousands of jobs disappear in the old public telecoms division, while workers have been repositioned within the rapidly expanding cellular operations.

Such is the ongoing flux that Ericsson is currently generating over 1,000 new jobs a month worldwide, and more than 20,000 of the 100,000 workforce changed jobs within Ericsson over the past couple of years.

"We have been lucky that at the same time we have needed to reduce personnel in certain areas, we have had an expansion of business in other areas," Ramqvist says. "We have been able to recruit whole factories back into the operation. People have had to retrain, but they are still members of Ericsson."

Despite all this, Ericsson is still switching the sourcing of some basic switching components from its own factories to a specialist producer in the UK.

Ramqvist explains that the intensity of competition in the telecoms industry makes it inevitable for companies to outsource in this way.

The alternative to outsourcing, Ramqvist says, is "too expensive to contemplate. The outsourcing industry is so powerful on a global scale that you cannot resist their offers. If you do, your competitors will kill you."

Outsourcing enables Ericsson to focus on core business functions

We all know that Ericsson is the world's leading supplier in telecommunications. As Ericsson's slogan summarizes: "It's about communication between people. The rest is technology."

Since its founding in 1876, Ericsson has focused on products and systems in its core business. In order to stay focused, Ericsson regularly forms joint partnerships with other leading companies to take advantage of their expertise. For example, in the field of microelectronic components, Ericsson has a joint venture with Texas Instruments that gives it access to the most modern microelectronics technology. Comparable programs are being conducted with Hewlett-Packard, Microsoft, Novell, Intel, and IBM.

On a somewhat different scale, but with a company's expertise still in mind, Ericsson last year formed a national partnership with BTI Americas, a travel agency that provides EUS with quality travel service, saving on overall travel costs. Now a Minnesota company called GELCO Information Networks is handling all travel and expense reimbursements for all Ericsson U.S. employees.

Why has Ericsson formed partnerships with the above two companies? Because travel service is not its core business.

"Focusing on our core business is particularly important for us to meet the challenges of today's demanding marketplace," said Joe Hagan, Vice President and Chief Financial Officer. "Ericsson has known since day one the importance of that focus. Today, it is even more important in order to meet our customers' demands for high-quality products and services at competitive prices. Outsourcing is a tool that we must use to ensure our success."

Just what is outsourcing? Quite simply, it is the strategic use of outside resources. A company, such as Ericsson, forms an alliance with an outside service provider whose specialization is something other than the primary company's core business (e.g., anything other than telecommunications). Because these service providers have their own unique specialization, they can usually provide their services better, faster, and less expensively than the primary company's existing in-house process.

Last year, approximately \$100 billion was spent in the United States on outsourcing, according to The Outsourcing Institute, a professional association based in New York City that provides information on the strategic use of outside resources.

An Ericsson team is currently looking into additional outsourcing opportunities throughout the business.

"Partnering and outsourcing are among the strategies EUS is employing to reach Ericsson's target 'Wanted Position Year 2000,'" said Ron Cox, Director, Financial Services, and Outsourcing Team Facilitator. He noted that this was a result of the EUS Extended Management meeting in May, at which 60 of Ericsson's top managers met to develop the EUS approach to the global Ericsson.

"Wanted Position Year 2000" is comprised of a number of targets relating to Business, People and Structure that must be met by the year 2000. The EUS "Execution" category of Structure, includes:

- World class built on best practices
- IT — a strategic advantage
- Flexible reporting system covering customers, products and market
- Partnering and outsourcing

"As we approach the new millennium, Ericsson's success will be based on how well we can utilize available methodologies to remain competitive, improve customer satisfaction and increase our profitability," Ron said. "Outsourcing is one such methodology."

Joe agreed. "We've been using outside services to accomplish non-core business functions and processes for many years," he said. "Strategic sourcing relationships are a key element in our continued success in the telecommunications industry."

Why Outsource?

- **Improved Focus**
Having operational details taken over by an outside expert will enable Ericsson to focus on broader business issues and maintain a competitive edge in the marketplace.
- **Gain Access to World-Class Capabilities**
"Expert" vendors have perfected their

See **Outsourcing** on page 11

Information, please...

The new PRS Call Center, created within the Order Services group in October, provides customers with a direct link to the information they need within PRS ensuring quicker response times and freeing the sales teams to spend more time selling.

The end customer can call in for service parts orders, order status, parts ID, catalog prices, complaints, lead times for equipment delivery, Ericsson information, product information, locations for sales and service, and shipping and invoicing information. According to Sharon Evans, the Call Center team is committed to answer calls in 20 seconds or less, 90 percent of the time.

Quick and easy customer access is the key to a successful Call Center but this new system also provides several internal benefits that will translate into improved customer service. Using the Ericsson Call Centre Manager, tracking of telephone activity is easy. This provides statistics such as the number of calls, average duration, response time, closure time, and dropped calls. In addition, they implemented Quintus call center management. This is similar to the Corrective Action Reporting and Response System (CARRS) used to track technical issues. In the Call Center, this system monitors the number of calls closed on first contact, calls transferred, and tracks common questions and answers.

Quintus also builds a knowledge database, provides electronic notification of open issues, and initiates automatic escalation on delayed responses. All of these tools will lead to improved service from the Customer Care Specialists, who can help customers with equipment orders, order status, lead time, shipping problems, and RMAs.

On major projects or those requiring system configuration, the customer will interface with the project manager who works through the internal order entry process.

Longer term, the goal is for all customers to place terminal equipment orders directly with the Call Center, much like dealers currently do. This will apply to add-on orders where a contract is already in place. Implementing this step will require close cooperation with the sales representatives to define the process and get the proper documentation in place to support streamlined order processing.

According to Margaret Mundy, Manager

Employee Spotlight



Zach Baldridge

Automation group, he endures the ever-increasing fast pace which is required to keep manufacturing up to speed. When he's away from the office, he lives by the clock in the high speed sport of road racing.

Zach is thankful that Ericsson provides three weeks of vacation time which allows him to pursue this "second career." After 10 weekends of racing this year, spending an average of \$450 per weekend race, and going through nearly a dozen set of tires, he is also thankful for the paychecks he gets to help pay for everything.

Much like NASCAR, road racing is an extreme sport which requires racing a motorcycle at high speeds around a track. Zach is currently pursuing an expert level class title in the North East C Superbike Class. The Semi-pro racer was recently invited to compete in the National Championship race at Road Atlanta where he finished 11 out of 27 riders.

"It was an excellent finish for his first year at expert level," said Alex Vaughan, one of 20 fellow engineers who pitched in a total of \$400 to help pay for a set of racing tires for the big race. "He raced against well-funded teams sporting modified racing bikes, while his own bike had

Order Logistics, implementation of the Call Center has been challenging for everyone involved. "We are fortunate to have the leadership of Melissa Robertson to guide the development of the Call Center, as well as the Customer Care Specialists who are dedicated to providing top quality service. Implementing this new concept is certainly a challenge, but we can see the progress on a daily basis."

Current Call Center hours: 8 a.m. to 6 p.m. EST. Customers may leave a message after hours. In emergencies, the answering service will notify the appropriate person. Future plans include more flexible availability of Customer Care Specialists.

Zach Baldridge looks at speed as an art which he makes it his business to master. As a Mobile Phones Mechanical Engineer in the Industrial Engineering and

limited modifications and a stock motor."

Zach said he was always interested in motorcycles, but his parents objected to him racing while he was younger. Finally, as a sophomore in college, he sold his car to get his first bike.

"I remember riding my bike through 20 degree weather through the winter after I sold my car in college," Zach recalled.

Zach said he reaches speeds of up to 170 miles per hour during his races. "It does bother me that people get killed or paralyzed, but it's a safe alternative to playing (racing) on the street," he said.

The engineer said it takes at least four years to reach the pro level. He has been at it for 2-1/2 years and has already progressed from novice to semi-pro before going expert this year. He has not yet pursued pro racing, because he doesn't want to give up his job at Ericsson to go at it full time.

Zach's daily activities at work sound much like those of racing on the track. He spends a lot of time at the Clipper line integrating new equipment to keep speeds up. "When something on the line crashes, I tear it apart and fix it," he laughed.



The numbers to give customers:

800.368.3277 U.S. and Canada
804.592.5454 worldwide
FAX: 800.833.7592 U.S. and Canada
804.592.7662 worldwide

If you receive a call from a customer that should be handled by the Call Center, you may transfer them to extension 5454. Please follow common phone etiquette:

- Give the caller the direct number in case you lose the call
- Wait until someone answers before transferring the caller
- Don't try to answer questions to which you do not know the answer

James Bond puts Ericsson "concept phone" to the test in *Tomorrow Never Dies* advertising campaign

James Bond puts Ericsson "concept phone" to the test in *Tomorrow Never Dies* advertising campaign.

As part of a national television and print advertising campaign designed to support Ericsson's co-promotion in the latest Bond film, *Tomorrow Never Dies*, Ericsson phones must pass the test of a very demanding person—James Bond. *Tomorrow Never Dies* is scheduled for release in the U.S. December 19.

Ericsson's new ad campaign, one 30-second spot with several slightly customized versions, is designed to showcase the high performance and sophistication of a variety of Ericsson mobile phones, as well as the upcoming James Bond film, *Tomorrow Never Dies*. The campaign was created by Wunderman Cato Johnson/New York with support from their offices in Chicago and London and Y&R Inc.'s sister company, CMF&Z, of Cedar Rapids, Iowa.

The campaign, which kicked off November 16, is now appearing nationally on the NBC, ABC and FOX television networks; in USA Today; in national magazines including People, Premiere and

Entertainment Weekly; and, in electronics and wireless communications trade media. Localized versions of the TV ad will feature Ericsson retailer identification and will run in approximately 40 markets nationwide.

The television ad takes place in a futuristic Ericsson R&D facility where they are testing Ericsson mobile phones. The voice-over explains that at Ericsson, "we perfect the technology, but leave the testing to our expert," referring to Bond. Numerous action sequences from *Tomorrow Never Dies* are also shown where Bond uses his futuristic "Concept Phone." The slogan, "Ericsson Made/Bond Approved" also appears at the end of the spot.

The second version of the ad features information on where consumers can visit their local Ericsson retailers. A third version invites consumers to enter the 007 national sweepstakes by calling 1-888-2-WIN-007 for details on how to win a trip to London, England.

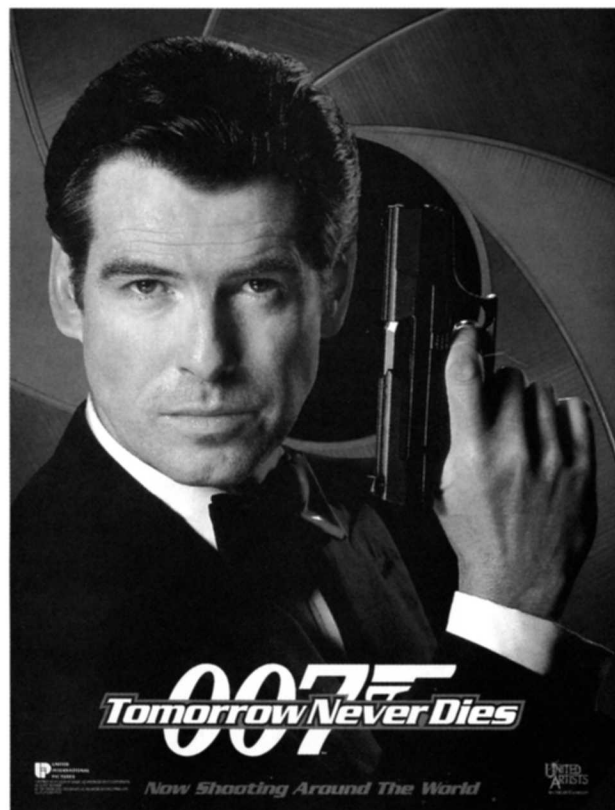
"Our advertising strategy aims to illustrate the technological superiority of the Ericsson product line," said David



The Bond craze hits Lynchburg. Here, Doug Gentry, Director of Mobile Phones and Terminals manufacturing poses with a James Bond Point of Purchase display and a couple of Bond-crazed fans from third shift, Courtney Megginson and Jimmy Cheatham.

Korb, Vice President of Sales and Marketing, Ericsson Mobile Phones,

See **Bond Advertising** on page 11



Bond fans play Agent 007 on Ericsson/James Bond web site

In the latest Bond film, *Tomorrow Never Dies*, Agent 007 relies on his Ericsson Mobile Phone to help save the day and the world. Consumers will have the same opportunity when they participate in the "Ericsson Mission" game — and receive discounts on valuable Ericsson accessories — as part of the new Ericsson/*Tomorrow Never Dies* Internet Web site, <http://bond.ericsson.com>.

In the "Ericsson Mission," participants play the role of Agent 007 and use the Ericsson "Concept Phone" — just as Bond does in the film — to help recapture a valuable decoder from enemy headquarters. The game begins when the player enters a basement and navigates 007 through a maze, using the stun device in the Ericsson Concept Phone to fight off enemy agents. Once players reach the first floor, they receive additional instructions.

Consumers who visit the new site can also get a special code — 971011FI — that can be used to receive \$10 discounts on select Ericsson Original Accessories when they call a special toll-free number. The discounts are valid through February 1998.

The Ericsson/*Tomorrow Never Dies* Web offers a host of other fun,

See **Bond on the Web** on page 11

TTC pilot is producing results!

The TTC pilot project, targeting the DCC 4/5 product, is well on its way.

The pilot project is helping Mobile Phones and Terminals align cellular phone production to customer demand rather than to a sales forecast. This is accomplished by classifying products into high and low volume categories and producing and testing phones in one cell area.

Associates are incorporating these new production methods which will aid Mobile Phones and Terminals in achieving the overall TTC goals of meeting customer demands and reducing the inventory of low volume products. TTC, which stands for Time-To-Customer, is a new business model being applied worldwide to give Ericsson the strength it needs to stay alive now and into the next century.

"The amount of support we have been getting for the pilot has been great," said Tammy Coleman, TTC Project Manager. "From management to operators, we have seen an increase in support and participation and that is what will make this project a success."

Cell Design Gives Quicker Feedback to Associates

The assembly cell area, which has been up and running since last month, has produced impressive results. An 85 percent reduction in WIP (work in process) within the cell has resulted from the new layout and manufacturing process. A 74 percent reduction in window trash at cosmetic inspections is also being reported within the cell.

In addition, the cell is meeting its daily production output numbers of approximately 500 phones per shift. According to Sandra Pannell, first shift operator in the assembly cell, "Having the trouble shooter in the cell area where we are producing the phones gives us quicker feedback and has reduced reoccurrence on cosmetic defects."

The packing area has also developed a cell as a part of the pilot. The concept is to keep an order together in a continuous flow allowing for shorter leadtimes.

"I think it's a great idea. It will help us to get out low volume products without dis-

rupting the flow of the lines. Also, we will be able to get the product to the customer faster," said Larry Winn, supervisor of the pack area.

Using Consignment Stock Offers Reduction In Inventory

To aid in production, daily production schedules have been established to help control DCC 4/5 manufacturing. Also underway are material call-offs from a consignment stock located at Mill Race. Material call offs are being done by shift and will further aid in the reduction of inventory by only purchasing material when needed. Once this process is stabilized, it will be rolled out across the entire DCC 4/5 EFR product line and then across other product lines.

Other Results From the Pilot

- The Material Planning group has established optimal inventory planning guidelines and inventory reduction targets to manage excessive inventories.
- Lynchburg buyers have initiated suppli-

er scheduling and consignment pilot programs with key suppliers to significantly reduce leadtime. Texas Instruments with five parts effected has reduced leadtime by 45 days and Motorola, with four parts has shown a reduction of 65 days.

- Negotiations are progressing with 10 additional suppliers to initiate consignment inventory programs.

SAP R/3 Update

SAP R/3 is an enterprise wide computer system designed to integrate all aspects of the business cycle, from order to customer payment. The Conceptual Design phase of the TTC project will complete the preliminary (60 percent) global configuration of SAP R/3 in March, 1998. This preliminary configuration will be used as the starting point for the implementation of R/3 at all BT sites worldwide. EUS is currently scheduled to implement R/3 in the first quarter of 1999. Look for future updates on the progress of SAP R/3 conceptual design and the TTC Pilot Project.

-by Laura Ellis



Mobile Phones employees celebrate

Mobile Phones and Terminals first shift associates in the Pack area celebrate their success after hearing that they had shipped out twice the number of phones over last year. The number was actually achieved on Saturday, December 6. With only about 20 percent more people in the workforce, phone production was doubled due to the extraordinary efforts of the total Manufacturing team, Doug Gentry said.

TLD program prepares future

This was not your typical graduation ceremony, no caps and gowns, no teary-eyed parents, and no long-winded speaker extolling advice for the real world. These graduates have been living in the world while earning their "diploma" in PRS's Technical Leadership Development program, which is designed to give participants experience in various areas of engineering. Graduates in the TLD class of '97 included: Asif Malik, J.J. Milhorn*, Neeraj Moondra, and Alex Overcash*. For each graduate, the event marked the end of a two-year journey through four different areas of Private Radio Systems, a journey of both personal and professional growth.

According to TLD Program Coordinator Mike Stanley, each year, dozens of prospective graduates from America's top technical universities are interviewed for a TLD spot, a two-year program consisting of four six-month assignments and numerous training courses. Out of an initial group of candidates, a select number are invited to visit Lynchburg for further "examination" by high-level Ericsson executives who evaluate the candidates' teamwork ability, technical skills, creative thinking, and leadership ability in a non-traditional interview session which can last up to two days.

The session includes group problem-solving exercises, personal interviews, and a plant tour. "From these interviews, an agreement is reached among the business leaders concerning those candidates who best express the overall qualifications necessary to be a future leader for Ericsson. At the end of the program, the TLD is able to assume a permanent position with a greater understanding of the overall process of the business," Mike explained.

In the most recent TLD interview process, two candidates, Dyon Hanson and Kostas Pappas, were chosen for the two-year program, joining active TLD's Raymond Howard*, Brian Nagle, David Ethridge, and Victoria Repice.



A highly adaptive group, TLD's have served in Systems Engineering, Product Management, Program Management, Field Sales, and Business Development roles during the past year. TLD's have also represented Ericsson at Virginia Tech's Mobile Products Radio Group (MPRG) symposium and the Virginia State Fair Technology Exhibition. TLD's have even lent a hand in on-campus recruiting for the program at their respective alma maters. Are you interested in becoming a TLD? Contact Mike Stanley at ext. 7876.



Victoria, Brian, David, Asif, and J.J. at Strat-X Marketing Seminar in Boston, Mass. (Neeraj also attended, but is not pictured.)

Asif Malik



Born and raised in Dhaka, Bangladesh, Asif came to the U.S. in 1989 to attend college. He joined the TLD program in July, 1995 after earning his BSEE and MSEE degrees from Virginia Tech. Asif's rotations were in product management, system engineering, and international sales. After graduating from the program earlier this year, he accepted a permanent position in product management. Asif thinks his TLD experience will be an invaluable asset for performing his duties in his present position. "In product management, you constantly need to interact with people from other organizations – such as sales, system engineering, etc. Since I have worked in these organizations and have gotten to know the people, hopefully I will be in a better position to understand and appreciate their point of view. This is the greatest benefit of the TLD program – it gives you a solid overall picture of the business."

Neeraj Moondra



Born in Jodhpur, India and raised in India, Singapore, and Thailand, Neeraj graduated from North Carolina State University and joined the TLD program in July 1995. Neeraj gained experience in system engineering, product planning, sales, and product management during his two years on the program. He has now accepted a position as Product Manager in the Dispatch Systems group.

Neeraj feels that the TLD program gave him "the opportunity to gain invaluable experience and maturity within a relatively short period of time." He has enjoyed the

Leaders for PRS

challenges and responsibilities in each of his rotations and considers the two years on the TLD program a worthy investment for any new college graduate who wants to develop the "big picture" perspective early in his/her career.

Brian Nagle

Brian Nagle, born and raised in Springfield, Illinois, earned his Bachelor's Degree in

Electrical Engineering at the University of Illinois - Urbana Champaign. After graduation, he joined Ericsson's TLD program with his first rotation. His main task involved the Project Management of the Adaptive Multipath Pop Filter for the MASTR III base station. After completing the first phase of Beta Testing, he went to the Vertical Markets team of System Engineering where he was involved in discussions of joining Texas Utilities, Central and Southwest, and LCRA's systems into a large SMR group. His third, and present, places him in the Chicago field sales office.

"The program has been a great learning and discovery tool for me to develop a strong business knowledge of how Ericsson works," Brian said. "By working in several facets of the business, I understand what drives and motivates the different divisions within a company. Hopefully, this knowledge will allow me to make educated decisions throughout my career. Also, by working within several different groups, I have been able to network and find the right people with the right answers to solve the customer's problems."

David Ethridge

Atlanta native David Ethridge joined PRS in July 1996. A graduate of Georgia Tech and Stanford, David moved to Lynchburg from Los Angeles, where he had worked with TRW for three years. David is currently working



on PMR Over Cellular in the Business Development group. His previous rotations have been in Systems Engineering where he assisted requisitions at LCRA and TU, and in Product Management where he served as Product Specialist for the C3 Maestro dispatch console.

David feels that the TLD program's greatest benefit is the opportunity to build a big-picture perspective of the business. "The rotational nature of the program lets you 'walk a mile in someone else's shoes,' learning how the different parts of the business work together," he said. "The ability to understand an issue from another's perspective is essential to finding win-win solutions to problems. The TLD program, by its very nature, helps you develop that ability."

Victoria Repice

Born and raised in mainland China and Austria, Victoria came to the U.S. in 1989 to attend the

University of Wisconsin-Madison and received her BSEE degree in 1993. She went on to get her MSEE degree from Syracuse University in 1994 before landing a development engineer job with Ericsson PRS. After one year at design engineering, she found out about the TLD program and decided to join.

"The TLD program has definitely allowed me to explore my potentials and become a more mature person," Victoria said. During the last 18 months, she has taken rotations with Latin America Systems Engineering, Asia/Pacific Sales, and currently, Program Management. "I really like all the people I work with, they are all very willing to help me one way or another. When I graduate next year, I know I will look at things from different angles and perspectives. I know I will evaluate situations more accurately and I know I will deal with everything more efficiently."



Kostas Pappas

Kostas Pappas was born in Volos, Greece. He earned his BSEE in 1993 from the University of Thessaloniki and then moved to the United States to attend the University of Florida. He earned a MSEE in 1996 and a MS in Engineering Management in 1997. Kostas joined Ericsson PRS, July 14, 1997, and is currently serving his first rotation in Systems Engineering, supporting Europe and Middle East. Kostas' primary customer is SGRE, the Security Guards of the Kremlin.

"I believe the TLD program is a great opportunity to obtain, through the four rotations, a well-rounded knowledge of the business," Kostas said. "Within a four month period at Ericsson, I have been able to create a strong network of people. I plan to continue to expand that network base in the future rotations."



Dyon Hanson

Dyon Hanson grew up near Harrisonburg, Virginia and went to school at Southern Illinois University earning a BS in Mathematics. She then went on to Clemson University where she earned a MS in Mathematical Sciences. She started working for Ericsson in June of this year and is currently doing a rotation in System Engineering. In that first rotation, she has worked on several system design and bid proposals as part of the Asia/Pacific-Latin America team. She is also organizing the effort to revise the documents in the Acceptance Test Procedure generator.

Dyon said this about the TLD program, "I've only been with the program for about five months, but I've already had so many experiences with so many people. It's incredible how much I've had the opportunity to do and how many contacts I've already made because of the program."

**Unavailable for this story.*



1997 Congratulations

Thanks for giving your best throughout the years.

As a result of the early retirement offered by Ericsson in November, the Lynchburg facility will lose nearly 350 employees this month. This is the largest number of retirees ever to leave the company at one time. Please be sure and wish your friends and co-workers farewell and let them know what they have meant to you.

We wish all of the 1997 retirees many happy memories to come!

Wilbert Abbitt
Olivia Adams
Evelyn Alexander
Permelia Alexander
Joe Allen
Betty Almond ✓
Dorothy Altice
Elizabeth Anderson
Mark Anthony ✓
Phillip Arthur
Leland Bacon, III ✓
Francis Banks
Anthony Batsel ✓
Jean Bennett
Rudolph Beverly
William Blackburn ✓
Mary Blair
Bobbie Blankenship
Barbara Blankinsip
John Bohannon ✓
Charles Bondurant, Jr. ✓
Barbara Booth
Alvin Bowyer
Margaret Boydoh

Bruce Bradbury
Phyllis Bradley
Rebecca Bradshaw
John Branthoover
Alice Brent
Florella Brightwell
Ernest Broderick
Dolly Brooks
Ernest Brooks
Ralph Brush
Mary Bryan
Christine Bryant
David Bryant ✓
Linda Bryant
Clifton Burford ✓
Ruth Burford
Mildred Burgess
William Burnley
Edith Burton
Elizabeth Burton
Arnita Camden
Eleanor Campbell
Frank Campbell
Jack Carey

James Carlin
Edward Carr, Jr.
James Carwile
Betty Cash
Daphne Cash
Harriette Cash ✓
Thomas Cash
Carl Cassell
Maxine Cheek
Shirley Cheek
Dorothy Childress
Roosevelt Christian
Doris Clark
William Clark
Thelbert Clay
Charles Clements
Richard Coleman
Jerry Cornelius ✓
Judson Covington
Owen Cox
Peggy Crawford
Bobby Crews
Nancy Crist
Thomas Cromwell
Glen Culpepper
Jean Culpepper
Mary Culpepper
Beverly Culver
Violet Cunningham
Doris Dalton
Jack Dalton
Gladys Daniel
John Daniels, Jr.
Chester Daugherty
Ava Dawson
Paul Dawson
Nicholas Dicini

Jane Dillon
Raymond Dobyns, Jr.
Arthur Douglas ✓
Goldie Dowdy
Ruby Dudley
Stanley Dutkus
Robin Dyke, Jr.
Joyce Eagle
Romont East
James Edgemon
Rueben Edwards
James Elder ✓
Dottie Elliott
Ruby Elliott
Ellen Epperson
Bessie Everett
Cecil Farish
Wayne Faulkenberry ✓
Martha Featherson
Agnes Fellers
Hilda Ferguson
Ramona Ferguson
Sylvester Ferguson
Yvonne Ferguson
Beverly Ferrari
Christine Floyd
Constance Fluharty
Avis Foster
Elsie Foster
Clyde Francis
Nancy Franklin
Elsie Frazier
Clarence Freeman
Governor Gaines
Miriam Gaines
Roy Gallier ✓
Jeanette Garrett

James Gentry
Charlie Gibson
Nelson Gibson
Ronald Giles — 2
Wayne Giles
Jane Glass
Marjorie Glover
Louise Goff
William Gray
Marshall Gwin
Robert Hahn ✓
Doris Hale
James Hancock
Nathaniel Harris
Phyllis Hartless
Harry Harvey ✓
Walter Hay
Nancy Hendricks
Iris Heptinstall
Julian Heptinstall
Matthew Herndon
Mamie Hewitt
Richard Hicks
John Hill, Jr.
Erika Hill
Geraldine Hill
Helen Hillsman
Dennis Hock
Vivian Huddleston
Annie Hudson
Betty Hudson
Ronald Hughes
Cecilia Hull
O. Hunt, Jr.
Melvin Hunter
Shirley Irby
Harry Ivey ✓

Retirees!

Samuel Jackson
 Billy Jennings, Sr.
 Bob Jennings
 Elizabeth Jennings
 Carrie Johnson
 Elizabeth Johnson
 Mary Johnson
 Shirley Johnson
 Edward Jones, Jr.
 Elizabeth S. Jones
 Elizabeth W. Jones
 Eva Jones
 Georgia Jones
 Joyce Jones
 Alice Keese ✓
 Peggy Kidd ✓
 Douglas King ✓
 Willie Kirkland
 Edith Krantz
 Nannie Krantz
 Hope Lankford
 Richard Lawrence
 Judy Lawson
 Helen Leckey
 Blanche Lee
 Ella Lee
 Jean Leftwich
 Clarene Lewis
 Cornelia Lindsay
 Ernestine Linthicum
 Faye Lipscomb
 George Long
 Doris Lovelace
 Earnestine Lovelace
 Ivan Lowery
 Daniel Lynch
 David Mabe

Marva Mack
 Birdie Maddox
 Margaret Maddox
 Henry Mann
 Larry Mann
 Donald Manning
 Carroll Marstin
 Leslie Martin, Jr.
 Rebecca Martin
 Ellis Martz
 Shirley Martz
 Cordell Mason
 Marie Mason
 Shirley Mason
 Barbara Mayberry
 Wayne Mayhew
 Fay McConville ✓
 Donald McCraw
 Lucy McDaniel
 Ollie McDaniel
 Carlton McGatha
 Ella Meadows
 James Meeks, Jr.
 R.T. Megginson
 Dorothy Melton
 James Mitchell ✓
 Mary Mitchell
 Shirley Montgomery ✓
 Louis Moore
 Maudena Moore
 Shirley Moore
 Shirley Moorefield
 Francis Moorman
 Phyllis Morris
 Drever Morton
 Marshall Murray
 Myra Nicely

Marian Nowlin
 Robert Nunley
 Kathleen Oulds
 Daphne Parker
 Lillie Parrish
 Frank Pastor
 Gearldine Patrick
 Carroll Payne
 Larry Pendry
 Gerald Penner
 Joanne Perry
 Glenda Peters
 Jacob Pickle, III
 June Pierce
 Bessie Pollard
 Fannie Poston
 Ann Powell
 Robert Pratt
 Hugh Preston
 Loretta Preston
 Patricia Preston
 John Pryor
 Peggy Pugh
 Wayne Pulliam
 Charles Radford
 Carol Rafferty
 Linda Ray
 Dale Rayle
 Phillip Reid
 Joyce Reynolds
 William Rice
 Carol Ripley
 Charles Rodgers
 Robert Rosser, Jr.
 Yvonne Rowland
 Norma Royer
 Charles Royster

Ann Ruhland
 Irene Russell
 Harry Sames ✓
 Donna Sanderson
 David Satchell
 Arthur Saunders ✓
 Dean Saunders
 Gary Saunders
 Ray Schellekens
 Paul Schlemmer
 Nancy Shannon
 Nancy Shelton
 John Simmons, Jr.
 Betty Slagle
 Alex Small
 Edith Smith
 Mary M. Smith
 Mary T. Smith
 Mildred Smith
 William Smith
 Joan Spencer
 Walton Stancil
 Doris Staton
 James Stephenson
 James Stewart
 Carl Stinnett
 Catherine St. John
 Elaine Summers
 Carl Summy
 June Taylor ✓
 Richard Taylor
 Roger Taylor
 Grover Thomas
 Milford Thomas
 Rebecca Tinnell
 Arthur Trent
 Myron Turner, Jr.

Lura Tyree
 Nancy Tyree
 Peggy Tyree ✓
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 James Ward
 Corena Ware
 Doris Watlington
 Jerry Watlington
 Florence Watts
 Marilyn Wehner
 Shirley Wheeler
 Larry Whipkey ✓
 Zane White
 Arnold Whitehead
 Nancy Whitehead
 John Wiley
 Leon Wiley
 Coretha Wilkerson
 Charles Will
 James Williamson - 2
 Warren Willis
 James Wilson
 Juanita Wilson
 Robert Wilson
 Martha Wirt
 Aubrey Witherington
 Norma Witt
 Raymond Wood, Jr.
 Claude Wood ✓
 Fay Wood
 Shelvie Wood
 Thomas Worthington ✓
 Phillip Wright
 Wade Wright
 Ann Wynn

Reaching Out

by *Pamresh Sethi &
Hans Osterburg*

CARRS—A Team Approach to Customer Satisfaction!

In November we implemented the long-awaited roll-out of CARRS (Corrective Action Reporting and Response System.) This new support system pulls together expertise and commitment from R&D, Product Management, TAC and the recently-created Call Center to resolve customer issues in an efficient and effective manner.

While the team makes CARRS go, a common database will keep it running smoothly. This database replaces the DSR system as a tool for tracking product quality issues (trouble reports) and goes one step further with TacTrax database which tracks customer technical issues (customer requests) and contact information. What all this databasing and team linking means is that CARRS will enable the business to keep track of the relationships between Customer Requests and Trouble Reports, plus keep all parties involved in the resolution process informed of the progress via on-line notification and ultimately lead to satisfied customers.

The benefits of CARRS doesn't stop with the happy customer though. Other outputs include new product ideas, product revisions, dedicated communications links between key areas of the business and streamlined processes. This is an extremely positive step for PRS. As Rod



Passmore, Manager of Operational Development, described in his Tech Talk presentation on CARRS, the real goals are to improve the quality of service to our customers, improve process efficiency, collect and report metrics to support TQM, Product Quality, etc., and to integrate R&D, TAC, Software Services, Systems Engineering and System design activities.

CARRS is a client-server application. The client portion has been integrated into the new ESOE PC client. The server portion, including its Oracle database, runs on a UNIX host operated by EUS/D. CARRS is based on a commercial software package Customer Q from Quintus Inc. The off-the-shelf version of Customer Q is currently being used in the Call Center by the Order Logistics team. The initial roll-out of CARRS will include TAC and Software Services in addition to the Product Administrators in R&D. General availability via LAN PC and the Internet is targeted for January. George Autry began training sessions this month.

CARRS is a concept and a process that we can all be proud of and that we can all support.

Wireless Communications names CCL manager

Cecil Kendrick was recently appointed Manager of the Customer Configuration and Logistics Center (CCL) for the Wireless Communications business unit. Cecil moves from his current position as Production Manager into this challenging role.



Cecil Kendrick

As reported last month, the CCL was established to handle customer orders for Radio Base Station (RBS) equipment in Lynchburg. A dedicated team of employees will receive orders, purchase materials, assemble and test the products, and deliver the orders directly to the customer. This "one team" approach reduces the number of hand-offs in the supply chain and helps reduce lead times and costs. The CCL replaces the former Supply Center pilot project.

In brief

Mobile Phones employees focus on improvements

Mobile Phones and Terminals engineers and others from Manufacturing Technology have become proactive in their quest to improve their quality of work life and daily tasks. With the help of Human Resources, a small representative group is meeting regularly to focus on improving areas which were below satisfactory in the COMPASS survey.

Due to the fast growth in this Department, many concerns were raised during these focus meetings. The group made a decision to become proactive in addressing some of the concerns. As a result, several improvements are being made such as an employee suggestion program, a competency development plan, and multiple process improvements.

Wireless Communications Manufacturing announces new Viking winners

Wireless Communications selected Scott Adams and Tony Rodriguez as Viking Award winners for the months of



Adams

September and October, respectively.

Scott was recognized for making significant improvements in inventory accuracy in SMA.

Tony was recognized for making process changes in flow-solder.

He researched, introduced, and implemented several improvements, including the addition of spray-flux dispensers, wave height, and quality measurement devices. In addition, his efforts in the simulation competency group have been recognized by other Ericsson manufacturing facilities.



Rodriguez

All Viking award winners receive an "employee of the month" parking space and a Viking statue. Winners are nominated by their peers.

Have you been ESOEd?

Ericsson has coined a new word, or more appropriately – a new acronym, for which the reaction could be positive or negative depending on the person's most recent experience with the new Ericsson Standard Office Environment. If you've been ESOEd, you're either complaining about your PC's new personality or singing its praises. If you haven't been ESOEd, you're most likely complaining because you have not yet experienced the transformation of your sluggish Standard Client into the ESOE Super PC.

Key objectives

Either way, ESOE is on the minds and tongues of all Ericsson employees. The key objectives of ESOE are:

- Make PCs work, all the time, when and where needed. All employees to concentrate on doing business for Ericsson.
- Control and reduce PC ownership and support costs.
- Make it easy to access the latest PC tools and technologies in a secure way.
- Enable effective data communication and information exchange between individuals, regardless of geographic location.

Worldwide implementation

ESOE is rolling across Ericsson worldwide with the goal of transferring 4,500 machines

by the end of 1997. In Lynchburg, the goal is to have everyone in the new environment by year-end. The roll-out began in August with Mobile Phones and Terminals, followed by Wireless Communications and PRS. Sweden and Richardson, Texas-based business units are also in the implementation phase.

Cost savings

According to Tommy Kern, EUS/D Manager, ESOE will allow his organization to cut the fees assessed to its customers due to the efficiency of customer support through ESOE. A new feature allows the HelpDesk to remotely take control of a user's desktop (with permission from the user) to walk through a solution to a problem or to answer a question.

"The HelpDesk can see the user's desktop and the user can watch as the technician resolves the problem. This means the problem is resolved immediately rather than sending a technician to the physical desktop," Tommy explains. "That saves time and cost for everyone, especially for our field offices."

E-mail connection

Mobile Phones and Terminals and Wireless Communications will continue to

See **ESOE** on page 12

Outsourcing

cont. from page 2

skills and have already made significant investments to provide specialized services; Ericsson can take advantage of these new technologies, tools, and techniques.

■ Accelerate Reengineering Benefits

Ericsson can immediately realize the anticipated benefits of reengineering by having an outside source – one that is already re-engineered to world class standards – take over the process.

■ Share Risks

Changes are rapid in our markets, competition, government regulations, financial conditions and technologies. Outsourcing will enable us to share investment risks.

■ Redirect Resources to More Strategic Purposes

Ericsson can redirect its resources from non-core activities toward core processes.

* Source: The Outsourcing Institute

Bond on the Web

cont. from page 4

interesting components including: movie screensavers and desktop wall paper; behind-the-scenes interviews with the cast and crew of the movie; and, a history of Ericsson phones, including the newest Ericsson Concept Phone.

In addition, the "Bond Events" section of the Ericsson/Tomorrow Never Dies Website provides information on the whereabouts of Pierce Brosnan and Desmond Llewelyn as they tour the country promoting the movie.

"The new Ericsson/Tomorrow Never Dies Web site was designed to entertain, educate and communicate to consumers about Ericsson and Bond," said David Korb, Vice President of Sales and Marketing, North America, Ericsson Mobile Phones.

The Bond web site...

- Open up your Netscape Browser and



type in the following address:

[Http://bond.ericsson.com](http://bond.ericsson.com)

(There is no WWW needed and it will not work if you type that in.)

- If you have Shockwave, click on Shaken "I am an Agent operating in the USA". If you have speakers, turn them up!
- If you don't have Shockwave, click on Not Stirred "I am an Agent operating in the USA" and enjoy the simplified version without full animation or graphics or 3D effects.

Bond Advertising

cont. from page 4

North America. "We believe the creative positioning captures this, while simultaneously combining style and sophistication—just like Agent 007 himself," he added. "Ericsson's co-promotion with *Tomorrow Never Dies* helps position the Ericsson brand at the forefront of technology."

One of James Bond's most important gadgets in the film is the Ericsson "Concept Phone" which he uses in a variety of situations throughout the movie. While the concept phone used in the movie is not available to the general public, it is a vision of what tomorrow's mobile phones may hold in store.

James Bond is the most successful film franchise of all time. *Tomorrow Never Dies* is the 18th film in the series. Golden Eye had an incredible audience of 70 million and grossed \$350 million at the box office. In addition, it enjoys high-volume, repeat video sales/rentals and syndication.

ESOE

cont. from page 11

use MEMO as their e-mail interface. PRS is jumping to Microsoft's e-mail which will eventually become the standard worldwide Ericsson e-mail system as it replaces MEMO for Windows.

Common problems

"On lower-end PCs, ESOE starts up slower than the previous Standard Client," Tommy explained. "But once you're in the system, it runs about the same."

This is change and change leads to reluctance and sometimes even obstinateness. "ESOE is so different to people before they're used to it," Tommy said. "It takes some playing around to learn the new desktop and to become comfortable with it. We really need people to take the classes offered to become familiar with the new system and to learn how to customize their desktops for their own use. It will save them a lot of time and frustration and allow us to focus on implementation."

ESOE Training

The training demonstrates the new features of ESOE as well as the Microsoft Office products and Outlook. The cost of the training is approximately \$50 and is split between the user's cost center and EUS/D through 1997. A schedule of available courses is available on the Intranet at <www.ena-east.ericsson.se> Click on "Computer Classes."

Getting ESOEd

If you have not been ESOEd, you must first complete a survey which tells EUS/D your current hardware configuration and to which applications and group storage areas you need access. Contact the HelpDesk for a copy of the survey.

EUS/D has 15 people dedicated to the implementation of ESOE in Lynchburg and they roll approximately 20 computers each day.

Ring in the holidays

Bitter cold temperatures didn't keep these Winshare associates from proudly showing off the latest in cellular technology as they helped ring in the holidays during the Lynchburg Christmas Parade, held Sunday, December 7 on Main Street.

The Ericsson team decorated the float with a working Jack in the Box which displayed a clown holding six multi-colored, 18-inch cellular phones.



Making Progress

Sven-Christer Nilsson, head of RMOA and Ann Bachman, Director of RMOA Supply Management show their enthusiasm after spending a day in Wireless Communications in Lynchburg on Tuesday, December 2. Nilsson said he was pleased with the progress that has taken place in Lynchburg. He noted the enthusiasm and dedication among the employees he met with as he toured the facility.



INTERSECTIONS

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