ERICSSON

LEARNING SERVICES

GAIN THE BUSINESS ADVANTAGE – IMPROVE PEOPLE PERFORMANCE

WHAT DOES ERICSSON KNOW ABOUT COMPETENCE?

*With our experience in operating multiple networks with **370 million** subscribers we have built our capability to manage competence requirements for telecom staff.*

WHAT CHALLENGES DO YOU HAVE?

SECURE CAPABILITIES FOR NETWORK PERFORMANCE

DECREASE COST & RISK IN COMPETENCE SHIFT

INCREASE EFFECTIVENESS OF COMPETENCE MANAGEMENT

SECURE CAPABILITIES FOR NETWORK PERFORMANCE

- A CASE

SECURE CAPABILITIES FOR NETWORK PERFORMANCE

THE CHALLENGE

- Poor network quality
- Competitor launch, need to improve market perception
- Major sporting event with advanced 3G services
- Low customer satisfaction, increasing churn

THE SOLUTION

- Operational Readiness Program including:
  - **Competence transfer program (SKT)** for key engineers
  - **Competence Gap Analysis (CGA)** though online assessments
  - Competence development plans for key personnel
  - **Blended learning** with a mix of ILT, SKT and OJT activities
  - Regular **KPI reporting** on the progress

SECURE CAPABILITIES FOR NETWORK PERFORMANCE

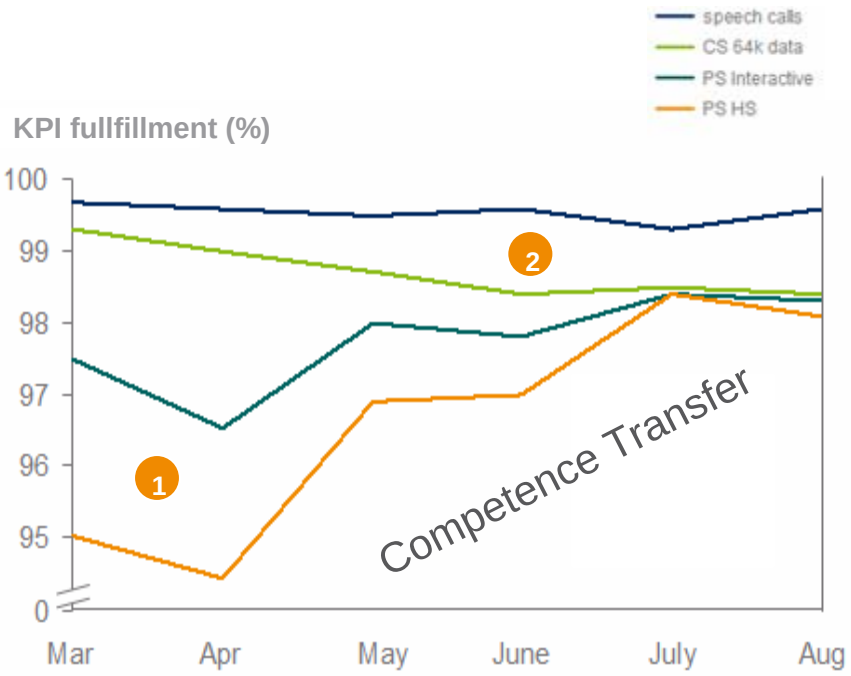
THE RESULT

› ERICSSON – 1

- Starts network operational responsibility
- Improves service quality
- Provides competence transfer

› CUSTOMER – 2

- Takes over from Ericsson
- Maintains service quality
- Competence transfer completed



SECURE CAPABILITIES FOR NETWORK PERFORMANCE

Ericsson brings a world-class skill set to those areas where we need to improve

Customer CTO

DECREASE COST & RISK IN COMPETENCE SHIFT

- A CASE

DECREASE COST & RISK IN COMPETENCE SHIFT

THE CHALLENGE

- Multi-country operator in expansion & growing rapidly
- Preparing for 3G competence shift across diverse OpCos
- Misaligned people, processes, systems and data structures
- Poor competence and talent management strategies negatively impacting recruitment and retention

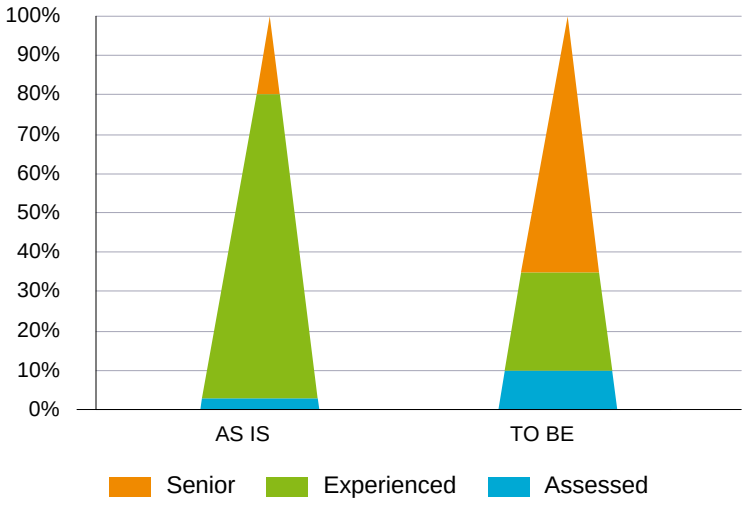
THE SOLUTION

- **Aligning people, processes and systems** across all OpCo's
- **Standardization**, leveraging synergies and re-use,
- **Aligning Job roles & career structure**
- **Competence Gap Analysis (CGA), Assessment Programs, Structured Knowledge Transfer (SKT)** to manage 3G competence shift

DECREASE COST & RISK IN COMPETENCE SHIFT

THE RESULT

- Desired competence pyramid reached
- Job rotation program to utilize over-skilled staff
- Increased business focus through integration of Competence and Performance Management processes



DECREASE COST & RISK IN COMPETENCE SHIFT

We needed a partner to develop this framework with us building on years of in-house expertise while incorporating industry best practices and operating models

Group Engineering and Planning Director

INCREASE EFFECTIVENESS FOR COMPETENCE MANAGEMENT

- A CASE

INCREASE EFFECTIVENESS FOR COMPETENCE MANAGEMENT

THE CHALLENGE

- Parallel structures with high competence mngmt cost
- Low visibility on full cost picture
- Urgent need to prepare for large 3G competence shift

THE SOLUTION

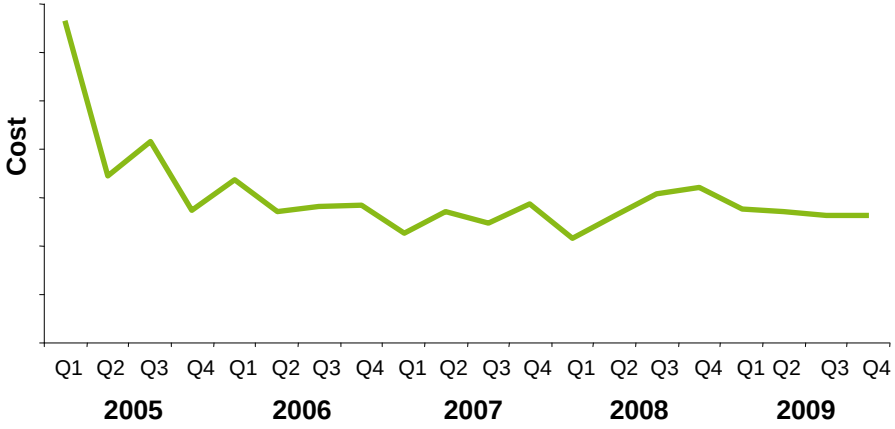
- **Service Level Agreement for Competence Management**
  - Common **competence management process**
  - **Consolidated training plans**, budgets and forecasts
  - External **certification programs**
  - Increased use of **eLearning** – to reduce travel costs
  - Use of KPIs for **vendor management**

INCREASE EFFECTIVENESS FOR COMPETENCE MANAGEMENT

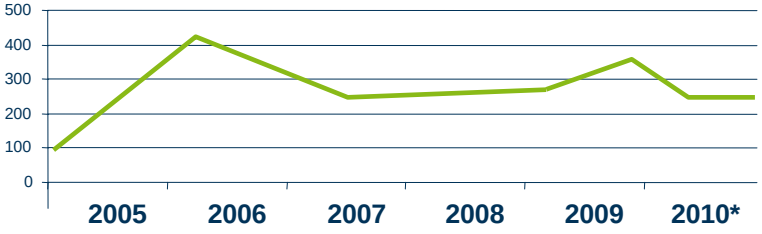
THE RESULT

- Time to 3G and IP competence & fast induction of new employees
- Cost effective methods & talent retention
- Control of cost, quality and planning (for both vendors & internal delivery)
- Savings redeployed into strategic competence initiatives
- Competence management process reduced admin costs with 25 %
- Increased use of eLearning reduced travel costs by 25%

Cost per Student Day



Certifications



*Forecast

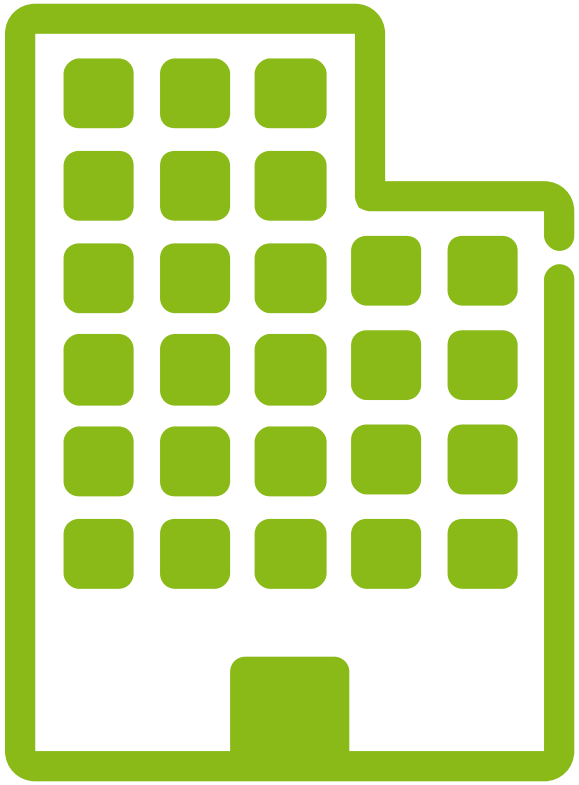
INCREASE EFFECTIVENESS FOR COMPETENCE MANAGEMENT

Our cost visibility improved significantly, leading to more effective cost management and the ability to fund strategic competence development initiatives

HR Director

THE RIGHT APPROACH FOR YOUR ORGANIZATION?

IDENTIFYING THE ABILITY TO HANDLE COMPETENCE MANAGEMENT



- Strategic
- Aligned
- Established
- Add Hoc

DO YOU KNOW WHERE YOU ARE?

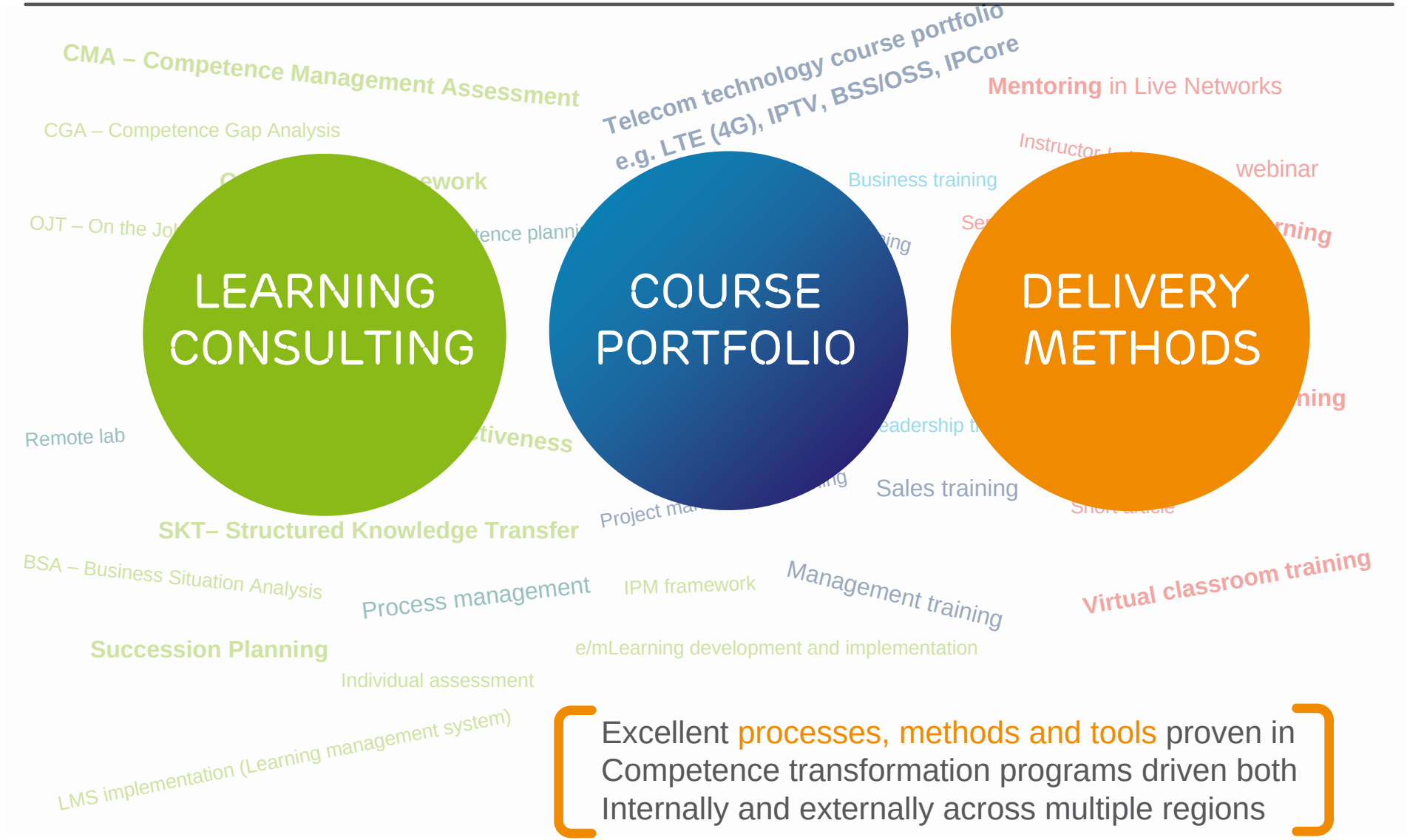
Strategic

Aligned

Established

Add Hoc

OUR ASSETS TO DO IT!



Excellent processes, methods and tools proven in Competence transformation programs driven both Internally and externally across multiple regions

THIS IS LEARNING SERVICES

Combining global strengths with local expertise

More than 1000 courses in the Portfolio

More than 300 000 student days per year

28 Education Centers worldwide

LEADER IN TELECOM LEARNING & CONSULTANCY SERVICES

Consultancy projects in more than 60 countries

More than 500 experi-enced consultants and instructors

Deliveries in more than 140 countries

Telecom technology leader

World leader in Managed Services

WE WORK FOR YOU

- OPERATIONAL CONSULTANTS
- LEARNING & PERFORMANCE CONSULTANTS
- LEARNING ARCHITECTS
- PROJECT MANAGERS
- MENTORS/COACHS
- TECHNICAL INSTRUCTORS

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