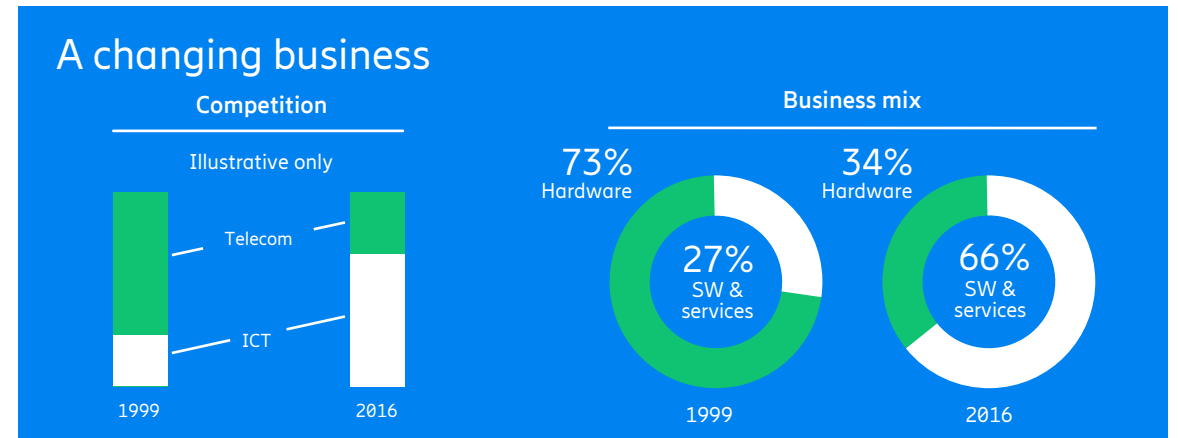
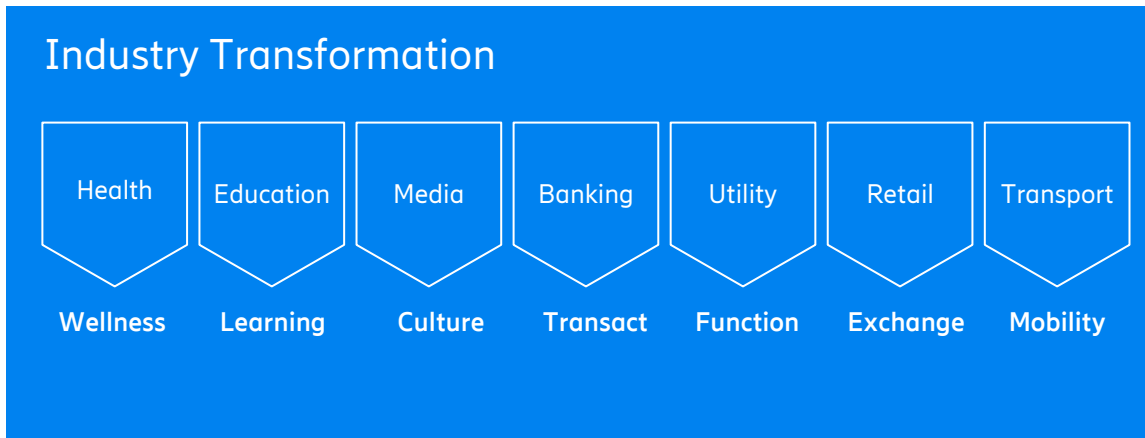
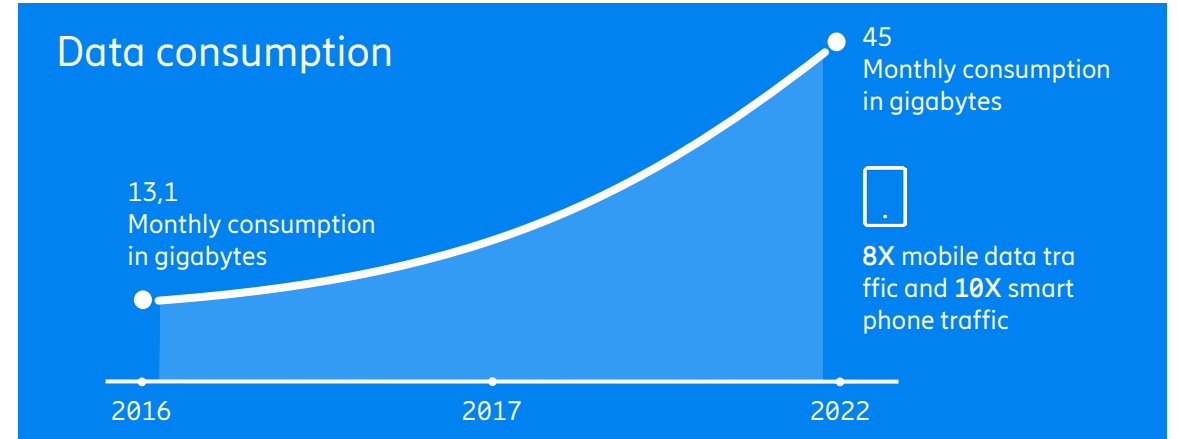
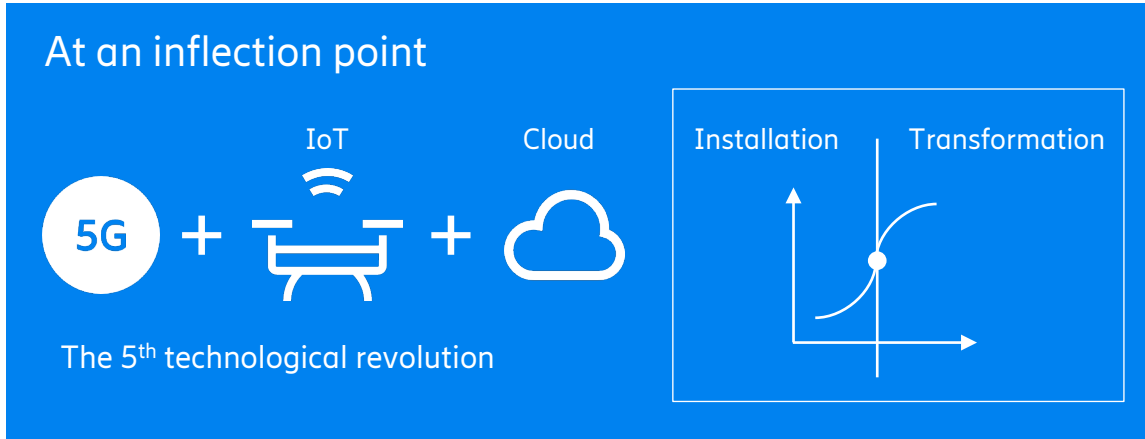


Solving the competence challenges in technology transformations

Ericsson Learning Services



Technology continues to drive change – At accelerating pace



Change drives pressure to transform

- While keeping financials and people in mind



Transformation pressure

- 5G/IoT
- OSS/BSS Full stacks
- Voice Transformations
- Cloud & Virtualization

Financial pressure

- More for less
- Efficiency focus
- New revenues

Changing learning demands

- End-user training
- Blended adoption
- Micro learning

Competence challenges addressed – A blended approach to learning



Competence transformation programs

Methodology based on our transformation framework to ensure customer solution focus



Training programs

A comprehensive training program portfolio for Ericsson's products and solutions



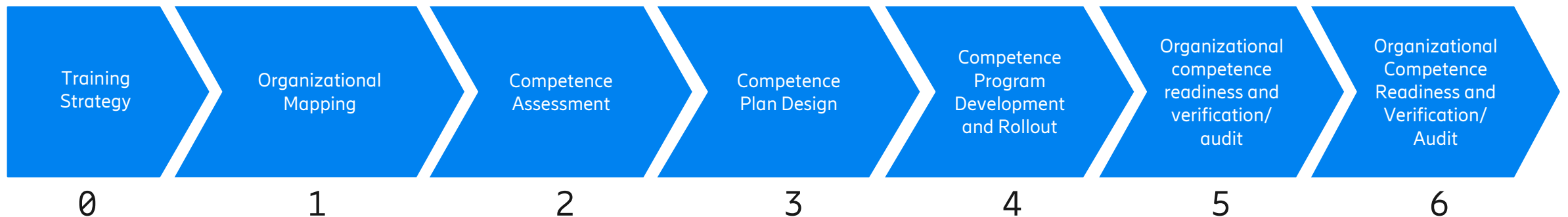
Digital learning

Enabling engaging, timely and cost-effective learning

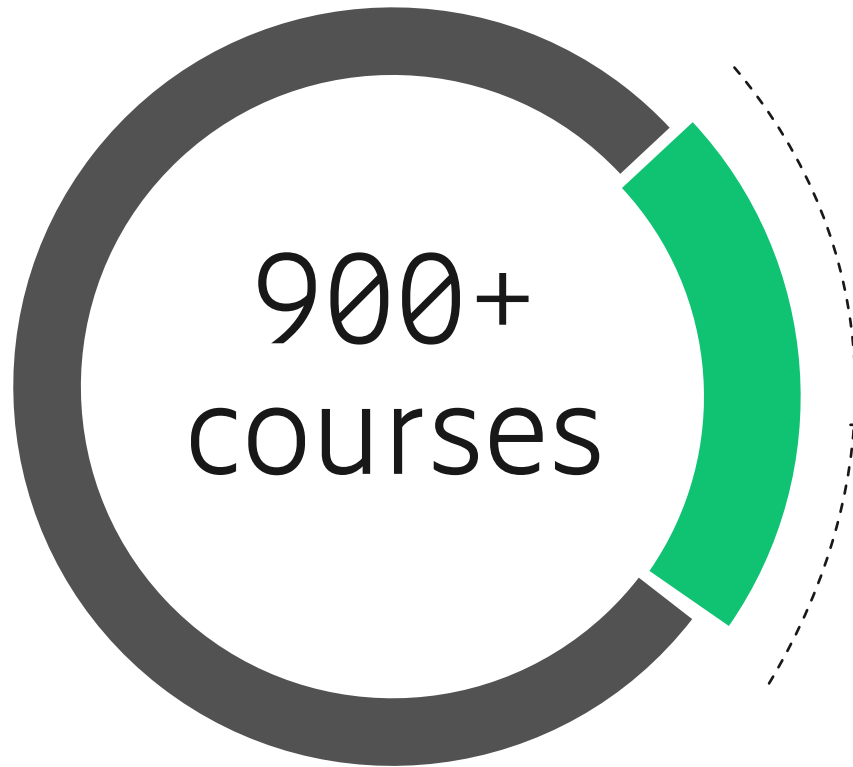
Competence transformation



- End-to-end competence and people performance planning
- Strong link to business and operational needs
- Securing the right competence
- Ensuring efficiency in execution
- Verifying the result



Training programs



- Quality assured
- Global scale enables cost competitiveness
- Frequent release schedules

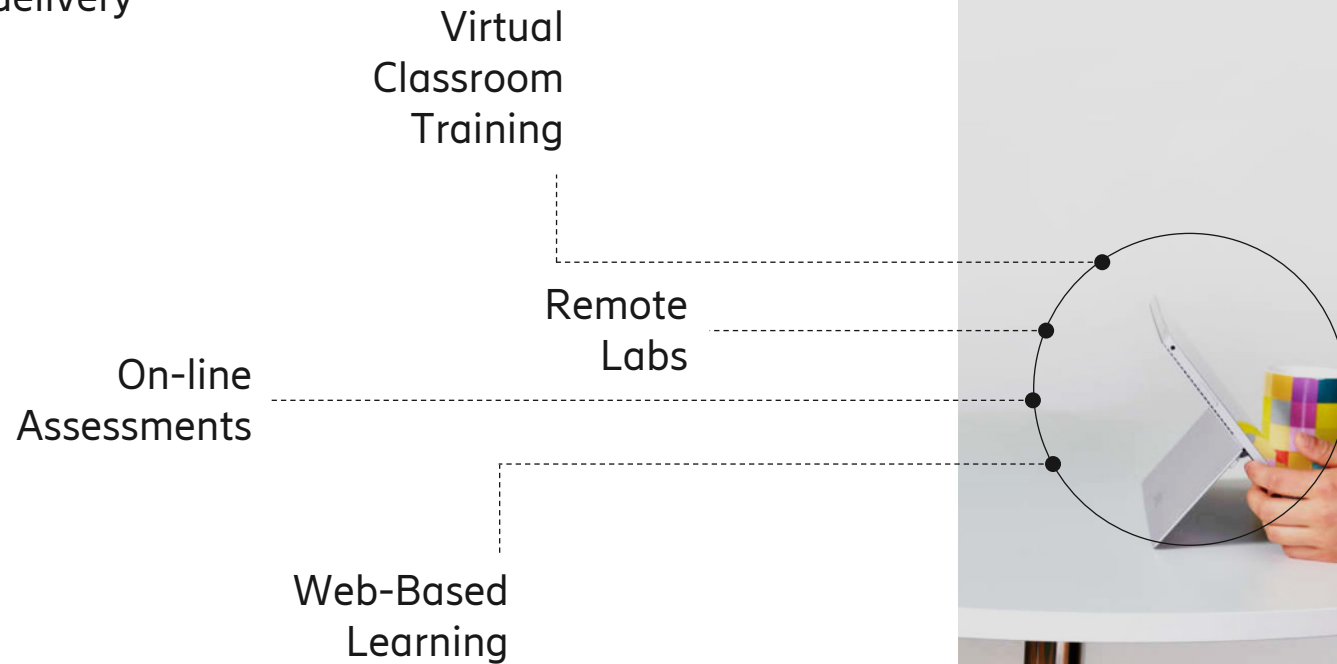
- Full Ericsson portfolio coverage
- 3rd party capability
- Job-role specific course flows
- From configuration to maintenance



Digital learning



- Reduction of total cost
- On-demand learning
- Blended delivery



Unique capabilities

– With a global reach



50,000+
Training days

300+
Experts

100+
Instructors

50+
Learning
consultants

**R&D
Leadership**

R&D expertise converted into training
Proofed on Ericsson employees

**Technology
Experts**

Technical experts in the sessions
Instructors with immersive experience

**Frontline
Projects**

Extensive Transformation experience
Real case methodology development



Example cases



IMS workforce competence improvement program: OpCo within large multi-country mobile operator around



The Challenge

- No visibility into the current baseline employee competence levels
- Limited training budget and time to competence
- Inconsistencies in training approach between teams within the organization

Competence gaps impacting employee performance

The Solution

- Explored with customer a job-role based approach to employee competence improvement
- Defined set of base competence and process specific training activities
- Built two-year competence improvement program with measurable results

Defined specific teams and team members to be trained

The Result

- Two-year end-to-end IMS competence improvement plan in place
- Expected improvements in employee satisfaction and performance

Highly competent workforce

ENM job-role based custom training program: Large North American operator



The Challenge

- Transition from OSS RC to ENM environment impacts hundreds of technicians and engineers use of reports and tools
- Limited training budget and time to competence
- Time to competence must be closely aligned to ENM rollout schedule

Major tool change impacting operational efficiency

The Solution

- Defined set of evolved processes as learning modules that can be applied across various job roles as necessary
- Worked with customer to identify all affected groups and use a job-role based approach to employee competence build
- Schedule rollout sessions using various global lab environments

Modular evolved process driven strategy

The Result

- Six month multi-site training rollout
- Deliverables assembled using various modules created
- Customer management assured of smooth transition

Smooth Transition to ENM Environment

Workforce competence transformation

– Functional training: Large South American operator



The Challenge

- Define strategy and plan to transition end users to operating in new environment
- Ensure adaptation of new processes and ways of working
- Establish on-going program for new employees and expanded sales channels

From traditional to digital

The Solution

- Ericsson in coordination with customer learning organization builds competence transformation program plan
- Processes created by Ericsson Business Consulting team integrated into training activities
- Training deployment plan managed by customer

Competence Transformation Program planned and deployed

The Result

- Plan to be rolled out to over 7000 end users in two countries using train-the-trainer delivery method to increase flexibility and efficiency
- All content created in local language for ease of use
- Internal Ericsson Academy content converted for use in program

Efficient local language program

OSS provisioning environment evolution: Large South American operator



The Challenge

- Netcracker tool not performing engineering and provisioning activities effectively – must be replaced
- Large volume of impacted groups across the organization
- Possible impact on on-going operations

Customer operational effectiveness affected

The Solution

- Design and implement job-role and solution based training program
- Program timing synchronized not to impact operational effectiveness
- Three Phase program to be deployed over two years

Job-role based competence transformation program

The Result

- Phase 1 of program under development
- High levels of customer transparency and communication achieved
- Learning Services Solution Architect imbedded within project team and developing content as solution evolves

Initial transition under way

Cloud full-Stack Boot camps: Large South American operator



The Challenge

- Implementation of Full-stack Cloud solution to reduce TTM and cost
- Changes in organization and processes following new architecture
- IT- and Telecom-teams with different backgrounds converging

Demands of A new operating model

The Solution

- Tailored Program to fit the unique to-be architecture
- Analysis of learning needs based on background
- Delivery by a combination of Ericsson instructors and technical experts

Learning and technical expertise combined

The Result

- Customer project team ready to execute on development project
- Common understanding of baseline competence levels
- Common understanding of learning needs for a wider audience within the customer

Customer project team Ready to execute

Digital learning: Large South-East Asian operator



The Challenge

- Uplift in transport competence needed as traditional optical skills were leaving the organization.
- Participants were remotely located and distributed across the continent.
- Just-in-time training was also needed as participants, in some cases, would infrequently work with the equipment

Fill competence gaps of geographically dispersed workforce in a timely manner

The Solution

- Custom designed e-learning modules developed.
- Agile development process with significant input from the customer at all stages.
- 19 modules covering Overview, Operations, Maintenance and Configuration for 5 products.

Customized digital learning paths targeting customer needs

The Result

- 300+ participants with high levels of customer satisfaction
- Significant travel cost savings for the customer
- Training often used/reviewed before travelling long distances to attend to equipment
- Detailed usage and completion reports used by customer to ensure competence

Cost effective just in time training

Digital learning Subscription: Large North American Operator



The Challenge

- 5G Introductory competence required in preparation for 5G rollout.
- Participants were from various teams and remotely located and distributed across the country.
- Digital delivery was indicated by the customer

Fill competence gaps of geographically dispersed workforce in a timely manner

The Solution

- 5G e-learning modules were packaged into various job-role specific modules.
- Customer was offered a yearly renewable subscription to a continuous flow of 5G digital content
- Initial package included:
 - 5G Overview
 - 5G NR RAN Concepts
 - 5G Fixed Wireless Access Overview
 - 5G NR Design

Customized digital learning paths targeting customer needs

The Result

- Customer purchased subscription for up to 300 licenses for a period of one year
- Digital content delivered and under planned design in the following formats:
 - Bite Size Videos
 - WBLs
 - SME Interviews
 - White Papers
 - Demos
 - Job Aides

Cost effective just in time training

Operator overseas 5G training

Large Asian Operator



The Challenge

- Customer requested that Ericsson provided technology and product training covering the following topics
 - 5G RAN
 - 5G core networks
 - NB-IOT
 - NFV
 - SDN
- Training to be delivered at vendor's location
- Target audience were customer's key technical staff

Initial 5G competence of key technical staff required

The Solution

- Solution designed and built by a joint effort between the LS MA Team, Global Product Management and Delivery
- Customer was offered a comprehensive 5G training package for delivery by Ericsson instructors and other technical experts
- Deliverable also supported by additional digital content

Delivery of custom package at Ericsson facilities

The Result

- Training delivered at the Ericsson Studio and the Kista training center
- 10 customer key technical staff attended
- Training duration was 60 days
- Program successfully delivered with high levels of satisfaction

Program delivered in Sweden to 10 attendees

5G Knowledge Transfer Program National Regulatory Agency in Europe



The Challenge

- National regulator (telecom but not an operator) required introductory technical and non-technical competence in 5G
- Desired topics were varied and not vendor specific.
- Leader-led delivery was preferred by the requestor

Address regulatory agency new technology competence gaps

The Solution

- existing and new content were created by the LS Team in the market
- Customer was offered development and delivery of various courses by Ericsson instructors and other technical experts
- Deliverable also supported by additional digital content

Custom course delivery by instructors and experts

The Result

- The following content was assembled and delivered:
 - 5G Business potential in local market
 - Introduction to telecommunications
 - 3GPP 5G Standards
 - 5G Overview, RAN, and Use Cases
- High satisfaction evaluation scores of 5,5 (on a 6 point scale)

Positioning Ericsson as the lead 5G vendor in this market

