

Le eccellenze imprenditoriali europee

Intervista a Gordana Kovacevic, CEO Ericsson Nikola Tesla

a cura di SRM

Il Dossier Unione Europea prosegue la rubrica dedicata alle eccellenze imprenditoriali europee. In questo numero abbiamo incontrato *Gordana Kovacevic*, CEO dell'azienda croata *Ericsson Nikola Tesla*; compagnia che affonda le sue radici nell'impresa «Nikola Tesla» fondata nel 1949, che per molti anni ha rappresentato il più grande fornitore specializzato di apparecchiature per le telecomunicazioni in Europa centrale e orientale. Con la sua incorporazione in Ericsson, si è trasformata negli ultimi anni in una moderna realtà completamente orientata verso il nuovo mondo delle comunicazioni offrendo prodotti ICT innovativi.

Segue il testo integrale dell'intervista in lingua inglese.



Gordana Kovacevic

Can you briefly outline your company's profile, its business areas, and target markets?

Ericsson Nikola Tesla is a leading regional provider of innovative ICT products, solutions and services in telecommunications, health care, transport, state administration, municipal services and multimedia. It is also Croatia's leading knowledge exporter through its Research and Development activities and Services Delivery Center. Being a member of Ericsson Group the company operates within the Region Western and Central Europe (RWCE). At Ericsson Nikola Tesla, we share the vision of a networked society, due to our awareness of its impacts on human life, productivity and sustainable development.

Can you tell us if the company is targeting a local market or also exports its products?

Export markets are the dominant ones since our capabilities are far beyond the local market needs. In total sales revenue in 2012 the domestic market share is 14%, and the export reached a record high 86%.

To which countries do you export your goods, and what kind of goods do you export exactly? Are there problems in transporting goods within Croatia, and if so, what kind of problems? (Infrastructural, bureaucratic, etc.).

Although exposed to a demanding market environment, and

negative economic trends, we strengthened our market share on dozens of markets we operate in. Most of the goods are software and services (almost 70%) and the rest is high-tech equipment.

The revenue structure by markets is significantly changed in favor of export markets, mostly CIS markets, Sweden and the neighboring countries Bosnia and Herzegovina, Kosovo, and Montenegro.

We are not facing any problems in transporting goods within Croatia due to excellent logistics organization within our Company and quality partners' network.

Can you tell us if the company carries its own goods or uses other companies?

The Company has outsourced most services not related to the core business. Therefore, we use other specialised companies for warehousing and distribution to deliver the goods.

Based on its strategic geographical position and in relation to the countries to which your company exports do you think Croatia lends itself well to act as a "logistics portal" towards Europe?

Yes, we are quite sure of its potential. Having in mind capabilities of Croatian ports as well as improved road infrastructure, the country should position itself as doorway to Central and East Europe, with great connection to further east. Also, modernization of railways infrastructure could provide integrated logistics services, which are the needed standard in modern logistics.

What are the needs of your company in terms of logistics? Which means of transport do you use, and why, to transport your goods? Do you use logistics infrastructures in Croatia or abroad (inter-ports, ports...), and which?

Ericsson Nikola Tesla provides a whole package of solutions and services to its customers in the field of information and telecommunications in mobile and fixed networks. The goods are complex and sometimes quite sensitive so we must apply wide range of transport and deal with domestic and foreign logistics suppliers.

Compared to your expectations when you established a presence in the country, how has the Croatian market responded to your business offer? Has your company had to adjust its strategy?

In more than 60 years in business in Croatia, the Company has succeeded to maintain its position because it is fast adopting organization, always using innovative business models. The continuous strategy adjustments responded to them and inversely. The same way of working is adopted in logistics.

Have you entered into partnerships or alliances with other Croatian companies, and if so, for what reasons?

Yes, we have. In some projects (not in logistics), the partnerships have expanded our capabilities and portfolio in more efficient way. Also, the benefits are present in the field of new business areas, new markets, etc.

Have you invested in research and technological innovation, in logistics, or made more general investments in your company? What kind of investments have you made?

In logistics, we have invested in EDI, Electronic Document Interface, which enables connection between our business system with the business system of logistics partner in a real time.

In addition, major investments have been made in processes and recourses like process tools, working environment, environmental adjustments, education and knowledge of experts, certificates, etc. Generally, the major part of our activities and the related revenues refer to ICT research and development and other expert activities, where the company permanently expands its portfolio and responsibilities and our experts are engaged in numerous demanding projects. Bearing in mind the importance of this segment for the future of the entire Company, we shall continue with the investment in the R&D area in order to improve our competitiveness.

In order of importance, what are the business factors you consider key to stepping up competitiveness? What is your company's competitive edge, the strength that makes it more competitive than the others?

Our permanent focus on innovations gives excellent results. We have been recognized by the Ericsson Group for our quality, innovation processes and creativity of our experts. Our teams and individuals put their maximum focus on competences' improvement and technology leadership in order to stay competitive on the global ICT market.

What are the most important strategic results that the company has achieved in recent years?



We strengthened our market share and implemented a few strategically important projects and contracts, respectively, which show that continuous market presence and listening to the needs of our customers combined with technological leadership and competent expert resources bring the results.

What are the most important projects you intend to realise in the future?

The strategy of Ericsson Nikola Tesla is focused on further strengthening of the position in domestic, Ericsson and export markets, on further expanding of the customer base, acquiring new responsibilities and offering the cutting edge solutions, products and services. The key factors to achieve this are technological leadership, development of new models that encourage permanent learning and development of innovations.

ICT industry will continue to have an important role in business performance development and in the society in general. Therefore, our strategic priorities are focused on the areas with a potential to grow, such as mobile broadband access, services and operational and business support systems.