

enVisioning

Co-Creation & Transparency

"One great Idea doesn't make
a great company -

Management today means to create an
inspiring environment where thousands
of new ideas evolve every day and where
employees share, develop and implement
their ideas collaboratively. The success
of an enterprise today depends on its
ability to find a balanced culture of
innovation and implementation."

"The Critical Care organization doesn't have a portal - Reopean.com is our organization. Once an organization runs all major communications over a community portal, and once an organization stores all relevant knowledge in the communities - the portal becomes the organization.

Metalayer has become our central communication tool. We really have gained speed which becomes more and more the determining factor in our ability to be in close relationship with our stakeholders. And metalayer gives us a documentation of work in progress which provides the management with a never known transparency."

Juergen Raths

MD - Critical Care Europe, Eli Lilly

"Over 500 years ago Gutenberg created "movable type." Now metalayer is creating a platform for "movable ideas." How can we continually build upon one another's experience, insights, questions and visions? How can we weave together our ideas so they create new color and texture in ever changing contexts? And when the context changes, as it always does, can we move our ideas into new and powerful configurations? Perhaps in twenty years we will have understood that metalayer captured well the dynamics of movable ideas and created a platform to enable people, you and I, to combine and recombine our thinking in the context of new and exciting business opportunities."

Dr. Charles M. Savage





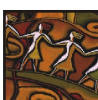

President - Knowledge Era Enterprises, Inc

"My philosophy towards life and work is to balance chaos and structure. Both are essential to successfully create and implement ideas and concepts. When I'm moving towards chaos, I make an effort to get structured and vice versa. Metalayer, with the XML philosophy of semi structured information, is a great tool to establish an equilibrium between structure and creative chaos."

Tony Vinzens

Leiter - Schulamt Stadt St. Gallen [City Government]

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In this first annual report **Metalayer AG** presents its main assets and values, the ideas, concepts, people, culture and the network that make metalayer.

We have divided the concepts into ten chapters, each presented by one core employee. All text is shortened. - The full text is available on the metalayer CD.

Markus Hegi

President, Founder and CEO.

Dear Meta Community,

Co-creation and Transparency are two concepts, that inspired me in 1999 and have constantly guided the development of metalayer since then. In a post industrial world with automation and computerization, the executives, managers and professionals are becoming knowledge workers. And their work means creation, innovation and idea generation rather than performing repetitive tasks.

Knowledge work is complex. We are able to 'co-create' solutions and 'co-solve' problems, but only if we work together collaboratively. Professionals today are only successful in networks. And enterprises need to connect their teams and create networks within and outside the firm. In the knowledge enterprise, we learn and grow together, synchronize and exchange constantly and share openly. Transparency is the fundamental driver for problem solving and learning.

Since 1999, **metalayer** has evolved into a growing team of professionals building on a unique vision, developing new ideas and concepts, forming a company and attracting a network of customers and partners. We have created a workspace for transparent co-creation and collaboration, a platform as open, simple and inspiring as Lego blocks.

This meta-layer of collaborative software fundamentally changes the way enterprises work. **"eMail will be dead soon"** was our provocative statement and the starting point for one simple fact: Knowledge workers will data travel in cyberspace. They will go to the information and events and not vice versa. Cyber relationship management takes place in comties (micro community places on the web) and not in eMail inboxes.

The **management focus** of major enterprises is shifting from the deployment of standardized and optimized processes towards an improved management of knowledge. In the 90s, competitive advantage was gained by redesigning standard industry processes (we called it re-engineering, remember). Now enterprise executives realize, that in the Knowledge Economy, success is driven by the way we capture, share and create knowledge as well as how internal and external knowledge is integrated and distributed within the enterprise.

The focus of information technology solutions is shifting from client server financials, production planning and ERP solutions towards Internet based knowledge management and knowledge exchange platforms that provide collaborative and 'co-creative' workplaces. The aim is to provide the "knowledge worker" in the networked enterprise with all the required tools to easily capture, share, retrieve and co-create knowledge.

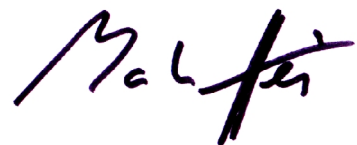
In a few weeks, metalayer is launching a new, completely reworked platform. We have decided to name this platform **metalayer 1.0**, as it is not just a platform for comty™ collaboration, but it incorporates all the main elements of the original vision:

To build a "meta-layer" of software technology for knowledge travelers, knowledge workers and creators. And to provide a highly transparent layer for co-creation and collaboration.

We are building an **expanding network** of customers and partners. We have attracted major knowledge-driven companies like Eli Lilly, Roche and Pfizer as our customers and are providing comties for major knowledge leaders like the E100 network of Entovation™.

Metalayer is privately financed; the management and employees own 97% of the shares. Since early 2001, metalayer has had no external investment and covers all costs and development investments through the sale of products and services.

The company was set up in the beginning of an economic downturn and we have gone through a tough year in 2001 and through many challenging phases. We **sincerely thank** our employees, shareholders and partners for supporting us in our visions, co-believing in our ideas and providing us constant feedback and knowledge.

A handwritten signature in black ink, appearing to read 'Markus Hegi', with a stylized, cursive script.

Markus Hegi
President, Founder and CEO

eMail Will Be Dead Soon!

eMail will not be the system we will use in the future to manage our relationships and we will understand that eMail was just an intermediate step in the virtual revolution. We see a second revolution in communication happening, a revolution that moves relationship management out of the inboxes to contextual private and public places on the web and creates virtual identities and communities in cyberspace.

eMail - The Killer App

The **real** killer application of the Internet revolutionized the way we communicate, work together, exchange information and keep in touch. eMail entered quickly in almost all areas of professional and private life and essentially changed the basic rules of the global village. eMail works like the good old letter, and that is why it spread so quickly. As we are unable to travel in physical space to all relevant events and to meet all relevant people, we get the information about these events to travel to us.

Sampada, the first employee of metalayer, is a self-professed enemy of eMail. She believes that the future of relationship management is on comty hubs and not in inboxes. Sampada is the Key Account Manager for Eli Lilly and a board member of metalayer.

We Will Travel To The Content, Not Vice Versa

The problem with eMail is that information gets fragmented and out of context. As the amount of information increases, it becomes a major task for a knowledge worker to 're-contextualize'. In future, it will be us who travel within cyberspace. Distance is no longer a limitation for our communication. Instead of sending information to people and communities, we create content places on the web, and all relevant information stays together within the context.



The Power Of Re-cognition - Show Context!

We often try with words to bring a person back in context and end up in a difficult and lengthy discussion of synchronization. It may work much faster, if we just **show** the old context and the other person **re-cognizes**. Recognition is one of the key abilities of the human brain: "matching patterns" and retrieving contextual information. Communication within communities is context driven and more efficient, as no time is spent on 'contextualization'.

Engage Your Shuttle™ And Data-travel...

In cyberspace, we can be anywhere at anytime with no time lag. This ability to travel fundamentally changes the way we communicate and interact. We will not anymore send information, but we will travel to the different content hubs and discuss within the context of the events.

By building interactive content hubs for micro communities (in metalayer - "comty hubs"), we are able to communicate, work and collaborate in a transparent and fast manner. You are not just 'talking' about it because you can't go there, or because you don't have it here but you are in the middle of it. You are a part of the context and the events. The comties are becoming the offices, the group workplaces, the meeting rooms, the lounges and bars of cyberspace. You spend no time bringing someone back to the right context. If you are there, the other person is there.



Less Design Is More

Using a computer for communication, co-creation and collaboration changes and expands its use. What are the implications of this change on graphic and functional design? And how is it different from conventional application design?

Graphical Design Of Traditional Applications

30 years ago, when computers were introduced into the business world, they were mainly used to speed up and automate large calculations, to support transactions and to organize large amounts of information in databases. The main reason why computers were used then was for their capability to **order and correctly** execute a large number of steps within a short time. The precision and order reflected in the graphical user interface. The screens were well organized, all numbers and data were displayed in main areas with well-defined sections and tables and all application functionality and commands were sorted on top of the screen in menus.

Atul, the creative designer, minimalist and visionary, envisions a design culture where the graphic elements are more than a look good factor, where design becomes an enabler of visions, an intuitive guidance and motivation for the users. Atul leads the team of designers at metalayer and is responsible for the Corporate Design & Corporate Identity.

Web Design

With the rapid explosion of the Internet as a universal communication media, the computer has also become a communication tool. The Internet today is used to share information, discuss, work together, accomplish tasks, even to brainstorm - in short to co-create and collaborate (co-labor). Using a platform for creative collaboration clearly requires a different interface. The design should **stimulate and inspire** the minds. The design of a collaboration application has to be as open as possible and avoid over organization. Too much of structure with visible borders and tables limits the mind. Creativity usually emerges within unorganized, open structures.



Co-creation Platform Design

Stimulation and inspiration doesn't mean to create additional "fancy and inspiring" design elements - the platform should rather fully step back and leave the space to the **minds and content**.

The platform supports and guides the creative minds in the background and is as simple as possible to use. Every design element of the tool has a clear intuitive function. Every shape and color has a clear meaning and passes information to the user of the tool.

The Shuttle - Weaving Ideas

The functions and features are not anymore in menus on top of the page, but they appear intuitively where ever a user needs them. Metalayer calls this "The Shuttle" - a small box that appears wherever the data-traveller clicks on the page, providing context sensitive functions and features needed at that point. Advanced features are 'hidden' from the basic users and available within the shuttle on demand. 'Less is more' is the dominating new design philosophy, which is breeding a new family of designs that don't overwhelm but open up and inspire the minds.

XML Philosophy

The relational data model has been widely accepted as the dominant data standard for structured data. Its tight rules and rigid structures ideally support transactions and predefined processes.

Co-creation, human communication and knowledge transfer are unstructured and chaotic and it becomes difficult to model and support co-creation with relational data structures. The "eXtensible Mark-up Language" fits much more naturally to creative minds.

Processing Structured Information

Machines have been very successful in "data processing", in the ability to work with and on structured information. There were many attempts to automate intelligent knowledge generation and processing (Artificial Intelligence). Even though this has added to research, there hasn't been much commercial success. With the Internet, a new computing model has started to become extremely successful: The Semi-structured information model.

Tanveer strongly believes in the Philosophy of XML - the "eXtensible Mark-up Language", a semi structured data environment. He has made education and knowledge transfer a part of his daily life in metalayer. He leads and educates the "metalayer 1.0" development team.

All Data Standards Are Equal

Choosing a representation is more a question of choosing a standard, which fits naturally to the domain you would like to apply it in. Financial information, order lists or customer databases fit very well in tables and relational structures but a study paper, human knowledge and conversation fits more easily in the natural language. HTML and XML are becoming the dominant standards on the web because they fit into the domain of information that the web transfers and exchanges - information and knowledge rather than data.



XML - A 'Compromise' Between Computers And Humans

The tight structure of the relational model makes it very simple for a machine to process data, but the model can not capture knowledge easily. The natural language is the model for capturing knowledge, but very difficult to process by computers.

The semi structured model of HTML / XML is a "compromise" between the two standards. It is "processable", as there are tags to process, and it gives enough flexibility to cope with the unstructured human language.

XML Philosophy

Metalayer uses XML as an application philosophy throughout the product. The high flexibility and eXtensibility supports in a natural way the requirement of the metalayer platform. We are using XML not only to exchange data between different layers, but also to store information and as our application-processing model. From a technical perspective this means: As conventional applications load and manipulate records of a database, metalayer loads and transforms XML within a DOM model (Document Object Model).

The early decision to fully build metalayer not only on XML technology, but also on an XML philosophy provides metalayer a key advantage. XML is the best available technology for processing, and is still very close to the human reasoning process.

With XML the next paradigm shift to open architecture solutions that support human conversations becomes possible, allowing people to acquire knowledge in the manner they know best - the marvellous and chaotic manner of human communication.

Building The Layer - Not Technology

Technologies Used In metalayer 1.0

Meta Data Store:
100% pure XML

Server Processing:
40% compiled C# or Java
(Both solutions are equal in terms of
functionality)
40% XSLT (Precompiled)
20% JavaScript client side DOM scripting

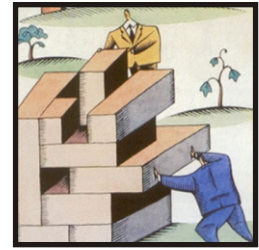
Browser:
Static version: All browsers and HTML Devices
Dynamic version: W3C DOM (N7 & IE 5 above).

Altaf the 'techie' does not care much about technologies. He feels that technologies are means to a deeper end and not ends in themselves. He heads the development of the core of metalayer 1.0.

Java, C#, .NET, Linux - Who cares? We are building the layer and technology for us has no value by itself. It strictly follows, is driven by, and inspires our ideas and concepts. The main value of a technology is not its capabilities, but its underlying ideas and concepts.

XML is the dominating technology in metalayer because the semi structured data model fits perfectly to our domain. XML and XSLT with the functional programming paradigm has inspired and fundamentally influenced the development of the layer since the beginning.

Four months ago, we decided to implement the new metalayer 1.0 platform in a Java as well as C#.NET environment. Currently, Java is leading the development, but this may change later. The capabilities of both are similar, and no clear advantage can be gained by choosing one of the two. Introducing Java into metalayer meant for us to deeply understand its philosophy and basic principles. And we got access to a whole developer community of knowledge and wisdom.



Lego Blocks and Jigsaw Puzzles

We all remember the thrill of Lego Blocks, creating those innovative structures out of blocks. Somewhere down the line we have lost that thrill and work became like assembling the pieces of Jigsaw Puzzles. The joy of creativity is lost when the result is known, or rather when you know what structure the pieces have to be fitted into.

Has work then become just fitting the pieces together? Of course there is an idea involved, but where is the evolution?

It is important that a collaboration environment be more than a collection of pieces with fixed places. It should be more than a structure, more than a process and much more than just a tool. A collaboration environment should be a space, a space with pieces that can be used in creative ways to make concoctions that will give us the thrill of creativity.

Deepika wants to blur the line between work and play. She thinks that for the first time we have at our hands the ideas that will make work more fun. She is a portal manager and core team developer responsible for feature development.

Building blocks that can be joined into any structure was probably the most intelligent game idea ever. Imagine a work environment, which just gives you some basic blocks and leaves everything else to your imagination.

It is time that knowledge work becomes exciting. Environments become open spaces - Open enough to stir our imagination and open enough to enable creativity - just like the simple game of Lego Blocks.

Markets Are Conversations

The Knowledge Economy

We are witnessing the emergence of a new kind of **Economy** - in which Knowledge, Innovation, Transparency, Trust and (Business) Culture is becoming the sustainable, competitive advantage. Most corporations today converse in an impersonal and glib manner leaving anyone involved with a cold feeling. In the networked world these inhuman companies (even if that is an exaggeration) will lose any and all respect due to their mechanical way of interaction. Truth is, the Internet has started a global conversation and as a result markets are outperforming companies in being smart.

Organizations Are Cultures Of Relationships!

Metalayer's vision is a new work culture of real time knowledge sharing, transparency, a culture of people working together not just as employees but also as teams that evolve together. Metalayer is working to create platforms and environments to harness the power of the collective human mind.

Niki has inspired the vision and the organization since its inception. He can hear new conversations in the business world. He feels these conversations will make companies more human and focused on people and culture by recognizing them as the prime movers of success. He is the Co-founder, Chief Knowledge Officer and a board member

Collaborative communities are breaking geographical and other barriers and are helping enterprises leverage the collective knowledge of a connected work force. This is promising to generate more value both in terms of quality and quantity. A high level of transparency will enable a new business culture of straight forwardness and honesty.

Corporate firewalls have kept smart employees in and smart markets out. It's going to cause pain to tear those walls down. But the result will be a new kind of conversation. And it will be the most exciting conversation business has ever engaged in. Not only this, collaborative communities will implant continuous learning and education into the culture of organizations. Work will become more fun and exciting, and most of all, more human.



The 21st Company

In the 20th century automation replaced physical work and computers repetitive standard tasks with automated processes. Today, hardware is amply available, corporate software is efficient and the processes are standardized. So, what is left for a company to be different? What long-term strategic advantage is left in the Knowledge Economy?

Culture - The Last Long Term Differentiator

"One great idea doesn't make a great company" - a competitor may copy processes, software, and technology ideas within weeks. A company will stay ahead only if it develops the ability to create innovative processes, technologies and ideas continuously. Soon, this ability may be the only thing, which cannot be imitated by a competitor in short term, and culture may become the only long-term competitive advantage of companies in the Knowledge Economy.

Anirudha is a true knowledge-worker. He believes that in the next wave, only culture will be the advantage of successful enterprises. He envisions a virtual workplace that will overcome all barriers of physical workplaces. He is a Marketing and Portal Manager of metalayer.

A Co-creative Culture

Imagine a world where employees work the full day and don't spend any time in meetings. And imagine a world where employees are in meetings all the time. Combine and you will see how a knowledge worker's day may soon look like.

In future, the complexity of work and knowledge domains may require, that we co-work and synchronize constantly within networks of people.

The 'layer' will be the collective brain of the 21st company. We will meet in workplaces and work in meeting places.

The Intangible Asset Monitor

The vast difference between market capitalization and book value is largely attributed to a firm's intangible assets - mainly the employees and their knowledge. One of the top priorities of management in the knowledge age is to manage the intangibles of an organization in the most effective way.

Focus On People

A focus on people is not only a way to increase intangible value, but it is also a channel for implementing a culture of innovation and creativity. Focus on people and intangibles communicates a positive feeling to the people of an organization and they are inspired. And what could be better for an organization than an inspired workforce.

So intangible asset monitoring is not to be projected as a management sword but as a system of knowledge monitoring that is a friend to the people of the organization.

Rupali is excited about the new possibilities of the layer to analyze and track knowledge. She feels that Intangible Monitoring should not be a management watchdog but a friend of the people. She leads the development of the Personal Portal and Intangible Monitoring Tools inside metalayer.

Tracing Knowledge Patterns

Metalayer allows monitoring of conversations and content patterns on the layer. Community reports show activity patterns of communities. This helps in analyzing the activity on the platform and the dynamics within the organization. Actions based on these reports can act as catalysts to further the culture of collaboration within an enterprise. E.g. a particular community that needs more activity could be brought to life by the management by starting a conversation process on it and get people interested rather than force them to do so.

After all, every company has infrastructure, products and services. The difference between an average and a great company is just the people.



A Match Can Change Your Life

In today's fast and knowledge intensive world problems are more complex and specific and sometimes you are not able to find the solution anywhere. Nor are you or anyone else able to solve the problem alone. Often, a solution can only be co-created by the right people working together, and can be co-created much faster than alone. Just think about how efficient you could be, if you have access at any time to the right person - how much more efficient a company can be, if the right employees talk at the right time and exchange their knowledge.

You Are Online - And You Are Not Alone

Whenever you are online, millions of people are online with you and whenever you have a problem to solve, there may be thousands of people currently online who could help you to co-build a solution.

The Internet opens many new ways of connecting and matching people and provides a tremendous potential to enterprises for matching the employees to the right people within and outside the enterprise.

Kiran is deeply engaged in harnessing the matchmaking capabilities of the Internet. He believes that the greatest benefit of the Internet lies in its power to connect people. He is a core team developer responsible for the MOB of metalayer 1.0.

Match And Share

The web, 'the information pool' is evolving into a social place, where everybody interacts real time and asynchronously. Metalayer sees 'matchmaking' combined with extensive co-creation and collaboration technologies as the biggest opportunity of the Internet.

Transparency

Working on a co-creation platform fundamentally changes the way we interact, communicate, share and retrieve knowledge and has a basic impact on the corporate culture. The 'metalayer' changes the way we work together, synchronize instantly and gives a never before known transparency. The cultural changes which go with the layer are very challenging and usually need much more implementation time than the technical implementation and coordination.

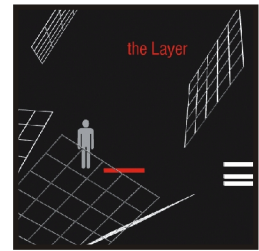
Transparency Enhances Efficiency

Every economy student today learns one basic fact: "Transparent markets are more efficient markets". In new emerging markets, the cost of getting the right information is usually very high and the successful players gain high profits due to additional information and knowledge they acquire or generate. The cost of information is high, and so are the profits in new markets for knowledge brokers. If later markets gain transparency, the cost of information sinks and so do the profits of the knowledge brokers.

Markus believes in the absolute power of ideas and culture. For him, innovation starts with transparently sharing information and he has made this a way of life in metalayer. He practices what he preaches and is a constant source of innovation, inspiration, education and guidance for metalayer. He is the Founder, President of the board and CEO of metalayer.

Obstruction Strategies

Transparent markets are more market efficient and beneficial for the sum of all players. One single market participant however may lose income if information flows more freely. A knowledge broker for example gathers knowledge and sells it. But he loses his income, if this knowledge becomes commonly available within the market. In the short term, it may be an efficient strategy for him to "obstruct" information: To hinder and prevent the distribution and publication or even manipulate information in the market.



The Case For Transparency

Obstruction is clearly against the interest of the market. The sum of market players loses efficiency and wealth, and if every player starts to optimize his own interest, the market may stop working as a whole. In order to guarantee efficiency, the market players commonly agree on "authorities" and this may be the government, a semi government authority, or just a non-profit organization. The main task of this authority is, to create standards and rules to prevent obstruction, to ensure a free information flow, and to define actions against rule breakers. Examples for market rules and authorities may be accounting standards for the stock market, international trade bodies and rules.

Enterprise Knowledge

A similar behavior as above described can be observed within companies. Efficient strategies for a single employee may be protection and eventually obstruction of knowledge and trading it against the maximum gain. This may be efficient for a single employee, but for the enterprise as a whole, internal knowledge sharing is of tremendous value. The 'market authorities' within enterprises are the management and eventually business consultants, and a main part of their job is to implement and stimulate transparency and knowledge sharing.

No Business Without Trust

Trust is a basic business enabler. Trust means knowing the outcome of a transaction and is built on transparency. Trust building is exchanging information and making a relationship transparent. Trust and transparency are two key elements of business in the knowledge age, of the 21st century and of the markets in the Knowledge Economy.

Our Culture

Sharing

If you enter metalayer, you will not find any private or personal spaces and assigned workplaces and computers. Every employee, and especially the team leaders and management often change their workplaces many times a day, acting as 'knowledge distributors' and 'inspirers'. As all data is kept on the internal comties, shifting of workplaces takes no time and effort. SHARING is the basis of our culture and is a part of our day-to-day life.

Open Spaces

Our office space is 'minimalist' and we have removed any physical or communication walls in the organization. We have applied the same basic rules as in the development of the metalayer platform. We made the space as open and inspiring as possible to give creative minds space to innovate.

We do not encourage any rigid structures and hierarchies. The focus in metalayer is on the 'authority of knowledge' and not on the 'authority of position'. Errors and mistakes are welcomed, openly discussed and are learning sources. With open minds metalayer employees work more freely and concentrate on knowledge creation and distribution, bringing value to the entire organization.

Transparency

All decisions and policies are publicly discussed on the layer for everyone to think about and discuss. The concept of confidentiality in metalayer has been reduced to a bare minimum. Transparency not only reduces risks, but it is also the only way to create TRUST in a free environment with focus on innovation. This ensures a free flow of knowledge and performance. Transparent communication and open discussion is the only way to create a learning environment and a long-term success strategy.



Collaboration

"None of us is as smart as all of us". We strongly believe in sharing and live collaboratively. All metalayer employees work closely in synchronization and the amount of many-to-many collaboration is very high. Co-creation, co-working, co-learning are the fundamental values of metalayer. All work and idea creation takes place on the comties of the layer, which gives every employee the possibility to participate and discuss all work under progress. Collaboration has been practiced and made a part of everyday work at metalayer.

The Spirit Of Learning

Confusion is another permanent element of our culture. Socrates, with his famous sentence 'I know, I know nothing' has taught us, that un-learning and confusion are the first necessary steps towards new ideas and learning.

The learning process in metalayer never stops, and the same is true for un-learning and confusion. Our employees are knowledge driven learning individuals more than anything else. To be rigid is to be static and only open minds with a learning spirit can manifest and harness the great potential of knowledge.



Our History

Metalayer, the name and the core idea was conceptualized first in the spring of 1999, when Markus was in San Francisco, analyzing the web portal market for his employer, Deloitte Consulting. As a Business Consultant, he focused on Information Technology assessment, strategies and implementations. Markus clearly saw a new type of software emerging, outside of the three conventional layers of software architecture. This "metalayer" emerging between the application and the presentation layer, was processing meta-data, and information about available applications, data sources and users visiting the portal. It was a layer of communication, integration and personalization, providing a collaborative, co-creative knowledge platform. Markus started to implement the first prototypes of the metalayer.

Nightly Inception

Back at the Deloitte Swiss office in September '99, Markus met Niki, a fellow consultant in the Zurich office. The two spent in the next six months many nights in the office and Niki's basement, co-creating the idea, while working at daytime. In this time, they generated some test comities for Deloitte Consulting customers - one of them for Eli Lilly, was the first prototype for reopean.com, which is today the largest running customer hub. Markus decided in January 2000 to fully focus on metalayer.

The first recruitment for technology professionals was held in Switzerland, in order to implement and evolve the metalayer idea. It was a time when the Y2K work and the dot-com boom absorbed most of the professionals. Markus wanted to speed up the development and moved the main development of metalayer to India.

Setting The Technology Lab

In April 2000, a young technology team in Pune began to implement the visions of metalayer. The team developed reopean.com further and launched in June 2000 the "Metalayer Comty Hub", the first collaboration product of metalayer. In August 2000, the Swiss company Metalayer AG was founded and Metalayer Software Pvt. Ltd (India) became a subsidiary of Metalayer AG. Metalayer soon recruited a second time and grew to 20 employees.



Surviving The Shakeout

In the second half of 2000, the Internet boom ended and it was getting nearly impossible for a young Internet Software company to get financed by a bank or a Venture Capital firm as originally planned. Metalayer was set up with private investments. In the year 2001, metalayer succeeded in generating revenues for covering their costs, developing the concept, implementing and stabilizing the product, building up a market network and maintaining growth. In October 2001, Niki Flandorfer from Deloitte joined Metalayer as CKO. Niki started to expand the European network of partners and customers for metalayer.

Growth

By the end of the year 2001, new assignments and a new contract with our main customer made metalayer sustain and continue the expansion. In March 2002, metalayer again recruited software professionals and marketing professionals in July.

Metalayer has always worked on the idea of building a layer of collaboration, integration and personalization. After successfully working and releasing the collaboration part with "metalayer comty hub", we have now opened up the focus and are working on "metalayer 1.0", which will integrate all aspects of the original vision of metalayer - A transparent platform for co-creation and collaboration building the work platform of the Knowledge Age..

Fact Sheet

Metalayer AG, Switzerland

Shareholding
100% Privately held
[97% - Management and Employees]

Board

Markus Hegi - Founder and President

Niki Flandorfer - Co-Founder

Sampada Nagavkar

Metalayer Software Pvt. Ltd., India

Shareholding
Metalayer AG - 99.9%

Board

Markus Hegi - President

Sampada Nagavkar

Management

Markus Hegi
CEO

Sampada Nagavkar
Operations and Key Account Management

Anirudha Deshpande
Portal Management and Marketing

Niki Flandorfer
Knowledge and Marketing

Core Team

Altaf Shaikh - Technology

Atul Patil - CDCI

Deepika Gulati - Portal Management

Kiran Khambete - Technology

Rupali Buchake - Technology

Tanveer Patel - Technology

Advisor

Prof. Dr. Georg von Krogh, University of St. Gallen

Intangible Asset Monitor

(Extract - Does not include all internal and external indicators)

	Dec 01	Mar 02	Jun 02	Sept 02*
Total number of employees ¹	20	17	30	32
Man years spent on product development	17.5	21.7	22.5	23
Number of years in profession ²	49	43	80	101
Competency Index ³	2.5	2.5	2.7	3.3
Average age of the organization ⁴	27	27	27	27
Rookie ratio ⁵	100%	100%	90%	81%

* Projections

End of month calculations

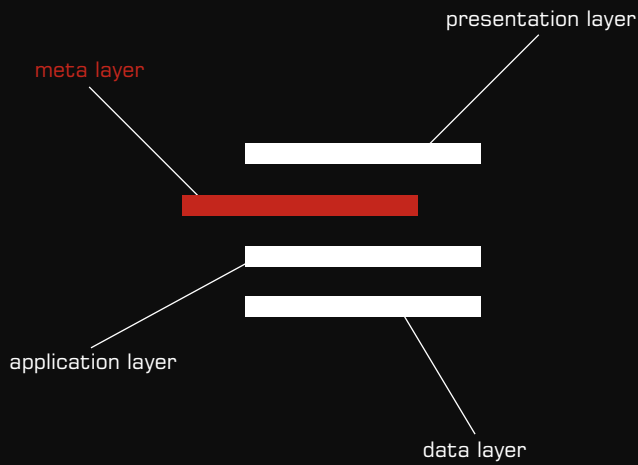
1 - Does not include any temporary employees or consultants

2 - Total yrs. of experience with existing staff in core jobs

3 - Total yrs. of experience divided by the total no. of professionals

4 - Total age of all employees divided by the number of professionals

5 - % of staff with less than 2 yrs. in metalayer



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e-mail will be dead soon!