



Metatheme

Thought Leadership. Practical Solutions.

Forward Terrain[®]

A Major Advancement in Enterprise
Performance Improvement

*Forward Terrain brings
a new enterprise
approach to continuous
performance improvement
for today's complex and
dynamic world.*

The Challenge for Enterprise Performance Improvement

Organizations face a daunting challenge in today's world. They must continue to improve their performance in the face of unrelenting change, powerful competition, increasing constraints and greater scrutiny.

To address this challenge, organizations need reliable measures that provide greater understanding of the road ahead - specifically, new measures for the drivers and threats to performance.

Drivers of Performance

An organization's performance is derived from its 'capabilities'. A capability can be defined as an organization's tangible and intangible assets working together to produce a result. For example, resources, skills, procedures, tools and equipment are combined in particular ways to ensure a key production process operates effectively.

In total, an organization has many hundreds to thousands of diverse capabilities across its operations. It relies on

capabilities to generate its performance results, and to support and protect those result producing activities.

Given today's changing and demanding environment, how effectively an organization's capabilities will perform into the future becomes critical to maintaining and improving performance. To date, organizations have not had a reliable approach to measuring and managing capabilities.

Threats to Performance

An organization faces a diversity of risks throughout all levels of its sphere of operation. Collectively, these risks are a significant threat to performance. They can erode an organization's value through a variety of big and small disruptions, delays, legal and regulatory situations, incidents, accidents, etc. The potential for even greater erosion of future performance has increased in today's complex and dynamic business environments.

To date there has been no reliable, comprehensive and practical solution to measuring risks faced by organizations. Current methods and tools are unable to measure the inherent uncertainty (subjectivity) in risk and provide a simple meaningful representation for decision-making and actions.



Forward Terrain[®]

Forward Terrain is a unique methodology and software environment for managing the drivers and threats to performance.

Forward Terrain is based on a major patented breakthrough for measuring potential future events and conditions. Key areas of business such as how capabilities will perform into the future and risks facing the organization can now be measured more reliably.

Through this measurement approach and a supporting methodology, Forward Terrain provides a comprehensive and integrated environment for identifying, measuring and managing capability and risk throughout an organization. Management and operations gain unprecedented clarity to:

- understand the drivers and threats to performance
- track and measure the effectiveness of actions to improve future performance

Key Features of Forward Terrain

Rigorous & Transparent Measures

Each capability and risk measured in Forward Terrain is represented through a simple set of pre-defined symbols (e.g. colours). The process to derive a measure for a capability or risk is based on a patented approach that assesses the subjectivity inherent in any measure for a potential future event or condition. Each capability and risk measure also has in built transparency that clearly shows how the measure was derived.

This unique combination of simplicity and rigor creates an environment wherein:

- measurements of capability and risk are more accurate and reliable, which provides a new ability to optimize operations
- new insights for decision-making are provided through aggregation and comparisons across previously disparate capabilities and risks
- greater levels of confidence are achieved from consistency in decision-making and with actions between corporate and operational areas
- key stakeholders, markets and regulators can gain more confidence in management's understanding of the challenges it faces and plans to achieve its objectives

Active Knowledge Base

Using Forward Terrain, an organization can build an unparalleled 'active' knowledge base about key aspects of its environment and operations. The knowledge base within Forward Terrain can contain:

- knowledge about how the underlying tangible and intangible assets are configured and arranged for each capability
- underlying information representing conditions that may generate risk or threats to organizational performance (e.g. emerging competitor knowledge, new research on raw material, customer intelligence, risk analysis report, assessment of changed work practices)

Appropriate personnel are automatically notified about relevant knowledge captured within Forward Terrain. For example, knowledge about configuring capabilities gained in one area of the organization can be used to improve capability effectiveness in another; or a report on raw material quality in one area could be used across other divisions to minimize a threat to performance.

The active knowledge base within Forward Terrain creates an environment where;

- an organization can build a centralized repository of its proprietary knowledge and how effectively it is applied across the organization
- a centralized sharing and learning system, through which relevant knowledge can be automatically 'pushed' out to areas and communities within the organization that can leverage and benefit from that knowledge

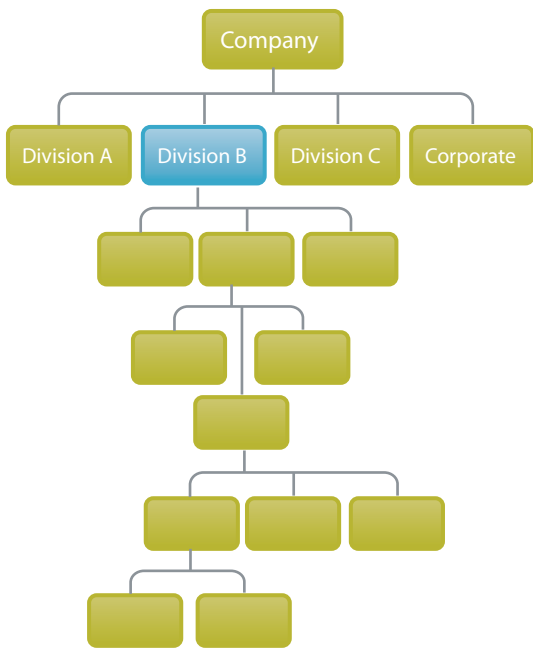
Linkages between Drivers and Threats to Performance

Forward Terrain offers a model which contrasts aggregated views of related capabilities and risks across different levels of an organization. This layer of information allows for an important new perspective on how well an organization, division, or business unit is geared to meet its targets in relation to the challenges it faces.

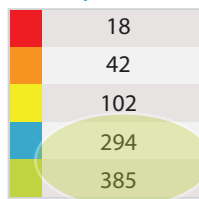
Through this perspective on future performance, an organization can more effectively adjust its structures and activities. For example, an organization can strengthen its capabilities in relation to significant emerging risks, at an operational level within a business unit, or through to major strategic alignments across multiple divisions.

New Strategic Analysis & New Perspective on Organizational Performance

Use Forward Terrain to perform direct comparisons between drivers of performance (capability) and threats to performance (risk) across multiple levels of the organization.

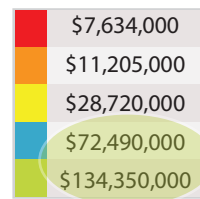


Capabilities



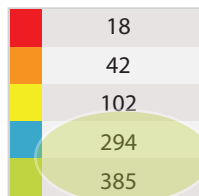
Vs

Risks



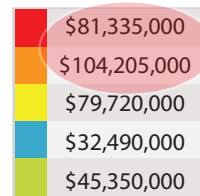
Comfortable fit of business strategy to environment
- Can potentially take on more risk

Capabilities



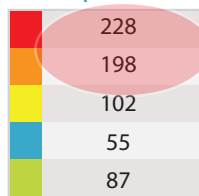
Vs

Risks



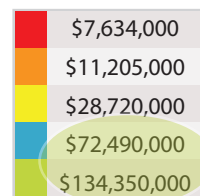
Potential poor fit of business strategy to environment
- Expectations for capabilities too low for threats faced

Capabilities



Vs

Risks



Potential poor fit of business strategy to environment
- Expectations for capabilities too high for threats faced

Using Forward Terrain

Management Perspective

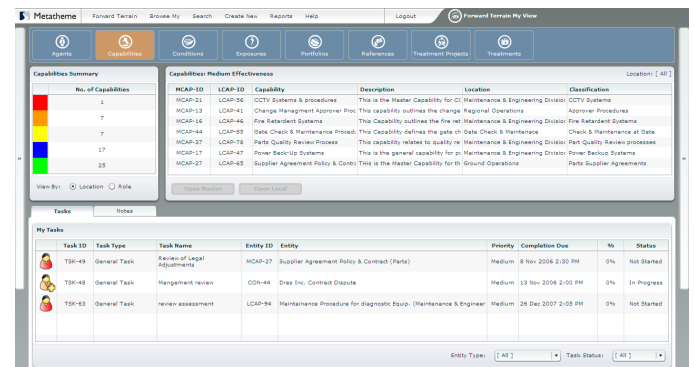
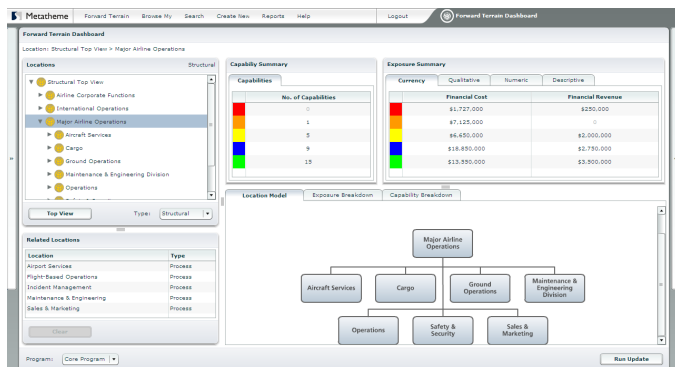
Forward Terrain provides a real-time view of how effectively its capabilities will execute into the future across a business function, division or whole organization. Complementary to this, risks are similarly aggregated across a business function, division or whole organization and reported in real time.

Management can easily navigate Forward Terrain, receive simple reports, status alerts and other notifications based on virtually any pre-set situations or conditions (e.g. delays of planned action, new information, a status level for a set of capabilities goes below acceptable levels).

Information from Forward Terrain can provide insight and value for management planning activities, budgeting, strategy development and execution, and weekly or monthly performance reviews.

Operational Perspective

For operations and administrative personnel, Forward Terrain provides a clear view of the effectiveness of their relevant capabilities. It allows them to capture important continuous improvement activities and measure how this changes capability effectiveness. It also allows them to measure the potential impacts of emerging threats and the mitigating effects of any actions they implement in response to threats to performance.



Implementing Forward Terrain

Forward Terrain requires minimal integration with existing technology systems; a significant component of the traditional integration process is not required for implementing Forward Terrain into an organization.

Most of the integration effort is based around mapping organizational models, configuring Forward Terrain with client information and the introduction of a few new processes into the organization.

Metatheme recognizes the challenge of implementing new processes into an organization. Accordingly, our program is a

specialized and comprehensive service, designed to ensure the best possible implementation of a Forward Terrain environment is achieved for your organization.

The aim of our implementation process is for the client organization to become productive and autonomous user of the Forward Terrain way as quickly and effectively as possible.

Metatheme also partners with key service providers, which bring significant domain expertise, project management and change management skills to a Forward Terrain implementation project.

About Metatheme

Metatheme is a company dedicated to developing, selling, distributing and implementing performance improvement methods and technologies for organizations.

Forward Terrain is the company's flagship product. In 1998, Forward Terrain began life as a research project into better ways for organizations to understand and manage capability and risk. Since mid-2000, Metatheme has undertaken a dedicated research, development and testing program to produce Forward Terrain.

Metatheme also provides a service program for implementing Forward Terrain and partners with other industry leading service providers to implement Forward Terrain for our customers.

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