

# How to Become a MAKE Winner

The Most Admired Knowledge Enterprises (MAKE) research program was established in 1998 to recognize those organizations which are leaders in transforming enterprise knowledge into stakeholder value.

Besides the global MAKE study (Parent Organization and Independent Operating Unit), there are regional MAKE studies conducted for the Americas (North, Central and South America), Asia and Europe (including the Middle East and North Africa), as well as national MAKE studies conducted for China, Hong Kong, India, Indonesia and Iran.

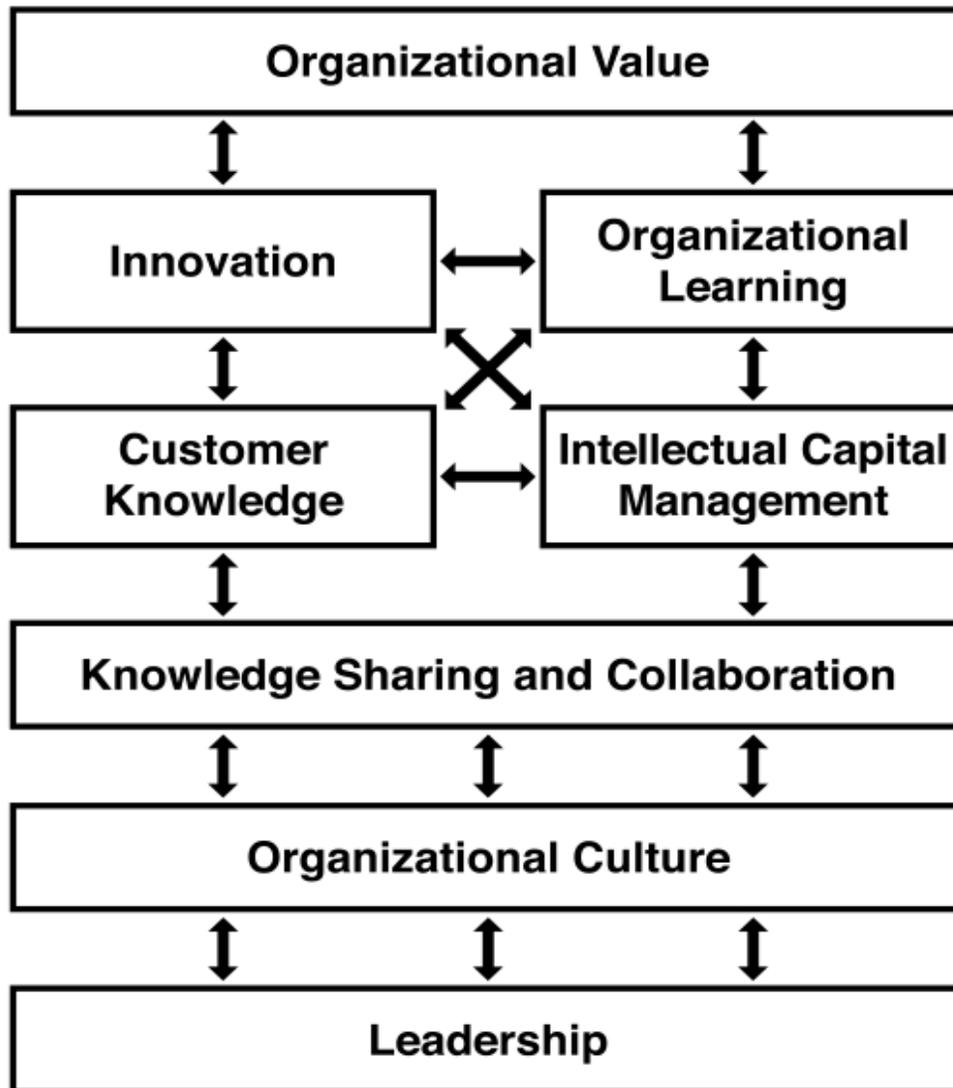
A panel of experts across a range of subjects, including knowledge management, innovation, intellectual capital, organizational learning and talent management, and *Fortune Global 500* senior executives (chief executive officer, chief financial officer and chief information/technology officer) nominates and ranks organizations against a MAKE framework of eight knowledge performance dimensions, which are the visible drivers of intellectual capital creation in knowledge-driven enterprises:

- creating and sustaining an enterprise knowledge-driven culture
- developing knowledge workers through senior management leadership
- creating and delivering knowledge-based products/services/solutions
- maximizing enterprise intellectual capital
- creating and sustaining an environment for collaborative knowledge sharing
- creating and sustaining a learning organization
- creating value based on stakeholder knowledge
- transforming enterprise knowledge into shareholder/stakeholder value

Each of these eight knowledge performance dimensions is made up of dozens of knowledge processes and sub-processes – over 150 knowledge processes in total. Taken together, they form a holistic ‘picture’ of the knowledge-driven enterprise. A diagram of the MAKE framework is shown below. The MAKE research based on this framework provides an accurate guide to identifying those enterprises which are creating intellectual capital faster than their competitors and cross-sector peers.

**Teleos**  
5 St. Julian's Avenue, Ludlow, Shropshire, United Kingdom  
Tel/Fax: +44 1584 878576  
E-mail: [make-information@mac.com](mailto:make-information@mac.com)  
Website: <http://knowledgebusiness.com>

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Most Admired Knowledge Enterprises (MAKE) Framework ©Teleos

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## Selecting MAKE Winners

The MAKE expert panel nominates the organizations. There is no cost involved to nominees, finalists or winners in the regional and global MAKE studies. However, there may be a cost to participate in one of the national MAKE studies.



### *Global MAKE Awards*

There are two categories for the Global MAKE Awards:

- **Parent Organization:** Group or Holding organization, including all companies / divisions / business units / agencies, etc., of public and private enterprises.
- **Individual Operating Unit:** Individual company / division / business unit / agency of a public or private enterprise. (Note: while any number of Individual Operating Units may be nominated for a Global MAKE Award, only the top two IOUs (by total composite score) from any one enterprise will be recognized as a Global IOU MAKE Winner.)

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### ***Regional MAKE Awards***

There is a single category for the regional MAKE Awards:

- Individual company / division / business unit / agency. While any number of Individual Operating Units may be nominated for a regional MAKE Award, only the top two IOUs (by total composite score) from any one enterprise will be recognized as a regional MAKE Winner. (Note: where applicable, organizations must participate in their country's national MAKE study in order to be eligible to participate in their regional MAKE study).

### ***National MAKE Awards***

There is a single category for the national MAKE Awards:

- Individual company / division / business unit / agency. The nomination and selection process for the national MAKE studies, administered by organizations working with Teleos, is designed to meet national requirements and may vary slightly from country to country. In addition, there may be a cost to participate in the national MAKE studies. Each year the top national MAKE Winners automatically become eligible to participate in their regional MAKE study. (Note: where applicable, organizations must participate in their country's national MAKE study in order to be eligible to participate in their regional MAKE study).

## **Methodology**

The Most Admired Knowledge Enterprises research program is based upon the Delphi research technique - a perception-based forecasting tool. The Delphi methodology involves a panel of individuals who have expert knowledge of a specific subject or issue. The panel is asked a series of specific questions over several rounds. After each round of responses, individual opinions are shared, allowing each panel member to learn what the other experts think. Discovering other experts' opinions helps to reinforce those in agreement, and to influence those who did not initially agree to possibly consider other factors. In the next round, the experts revise their estimates, and the process is repeated, usually for no more than three or four rounds.

The Delphi method promotes unbiased exchanges of ideas and discussion and usually results in a convergence of opinion. It is one of the best approaches to forecasting long-range trends and opinion.

A panel of *Fortune Global 500* senior executives (chief executive officer, chief financial officer and chief information/technology officer) and experts across a range of subjects, including

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knowledge management, innovation, intellectual capital, organizational learning and talent management, select the MAKE Winners. The size of the MAKE panels ranges from several hundred individuals in the national / regional MAKE studies to 3,000 individuals in the global MAKE study.

The *Fortune Global 500* senior executives participating in the MAKE research are aware of the strengths and weaknesses of competitors and peers across the eight knowledge dimensions based mainly on their knowledge of organizational strategic performance. On the other hand, the experts in knowledge management / innovation / intellectual capital / organizational learning, etc., tend to have a greater understanding of enterprise knowledge strategies and best practices at the knowledge process level. Therefore, the two components of the MAKE panel compliment each other.

In the MAKE study there are three rounds of consensus building. In the first round, MAKE panel members identify and nominate possible MAKE enterprises. (Organizations cannot self-nominate themselves. Only MAKE expert panel members can nominate an organization.) In the second round, each member of the MAKE expert panel selects a maximum of three organizations from the list of nominations. Those organizations selected by at least 5% of the MAKE expert panel are recognized as MAKE Finalists. In the third and final round, the MAKE Finalists are measured against each of the eight knowledge performance dimensions. Based on personal experiences and all available public information, MAKE panel members rank the MAKE Finalists against each of the 8 performance dimensions on a scale of 1 (poor) to 10 (excellent). The top MAKE Finalists by total composite score are recognized as MAKE Winners.

MAKE researchers have examined what influences the MAKE expert panel's perceptions of knowledge-driven enterprises. The main factors include:

- Personal experience – this is especially true for *Fortune Global 500* senior executives.
- National and international awards and other forms of independent recognition.
- Membership in recognized best practice networks and associations, such as The KNOW Network.
- Articles, reports and case studies appearing in respected business and specialist publications.
- Senior executives making public statements (annual reports, analysts meetings, conferences, etc.) regarding their organization's knowledge-driven strategies and activities.

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- Managers and practitioners speaking and writing about their organization's knowledge strategy, approach and initiatives.
- Organizational marketing of the enterprise as a knowledge enterprise.
- Organizational promotion and marketing of its knowledge-based goods/services/solutions.

The MAKE panel of experts have access to the following financial and non-financial metrics during their deliberations (some metrics are available only for for-profit, publicly listed organizations):

- return on revenues
- return on assets
- 10-year total shareholder return
- value added
- R&D expenditure as a percent of sales
- innovation capability
- change in total brand value
- best employer, reputation, etc.
- environmental sustainability
- corporate social responsibility
- corporate governance
- comparison with other most admired studies
- etc.

Teleos has determined after 19 annual studies that organizations pursuing a knowledge-driven enterprise strategy out-perform their peers by a significant degree. For example, nearly 70% of MAKE Winners invest above their business sector average in research and development. And, the 10-year total shareholder return for MAKE Winners is over *twice* that of their peers. For other metrics, MAKE Winners usually appear at the top of the list, whether Value Added, best employer, most respected or leader in its sector.

Organizations cannot apply for a MAKE Award. The MAKE expert panel nominates organizations. Therefore, unless an organization has a demonstrable, holistic, knowledge-driven

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strategy aligned to the enterprise business strategy it is very difficult to become a MAKE Finalist. And, once an organization is a MAKE Finalist, it then requires exceptional organizational knowledge-driven capabilities to be recognized as a MAKE Winner. The ultimate accolade is to become a MAKE Hall of Fame Winner – organizations that have been a MAKE Finalist for the past five consecutive years (demonstrating a holistic approach to organizational excellence).

The schedule of 2017 regional (Americas, Asia and Europe) and global MAKE studies is:

- MAKE Nominations Accepted: February 1 – May 31, 2017
- MAKE Finalists Announced: October 2017
- MAKE Regional Winners Announced: November 2017
- MAKE Global Winners Announced: December 2017

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