

2019 Global MIKE Report

Part 1: Award Results and Survey Findings

This is a report on the Global MIKE winners awarded in 2019. There are three parts, Part 1 is the survey Award results and survey findings, Part 2 is the extract of good practices from winners. Part 3 includes all the winners' reports which could be accessed by the country award hosts and the winners only.

There were eight countries and regions (hereafter all refers to country sometimes for simplicity) in total participating in the 2019 Global MIKE study. These are China, Hong Kong SAR, India, Indonesia, Iran, Japan, Middle East and North Africa (MENA) and United States. In Indonesia, USA and MENA, there was only one entry. There was no host from Indonesia or USA, and thus the applications from these two countries were submitted directly to the Global MIKE Award Administration. Following is the list of 2019 Global MIKE Award winners (in alphabetical order):

- Afcons Infrastructure Limited*
- Architectural Services Department
- BINUS University, Indonesia
- China Asset Management Co., Ltd
- China Petroleum & Chemical Corporation (Sinopec Corp.)*
- China Southwest Architectural Design and Research Institute Corp., Ltd*
- CinnaGen Company*
- CLP Power HK Ltd*
- Cognizant Technology Solutions
- Ernest and Young (EY)
- Far East Holding Group Co., Ltd.
- Fung Academy
- Hong Kong Correctional Services Department
- Infosys Limited
- Mobarakeh Steel Company (MSC)
- NetEase Games (Guangzhou Boguan Information Technology Co., Ltd.)*
- NKE Corporation
- Petroleum Development Oman LLC
- Sino Innovation Laboratory Limited
- Tata Chemicals
- Think&Act, Inc.
- Wipro Limited*

**Past winner through revalidation and not compete for the Outstanding Winner of Global MIKE Award.*

The two Most Outstanding Winners of the Global MIKE Award 2019 (in alphabetical order) are:

- EY
- Infosys Limited

In the 2019 exercise, there were a total 22 submissions including seven cases opting for revalidation only. The Global MIKE Award winners cover diversified industrial sectors from manufacturing, construction information technology, energy consultancy, professional services to government departments and education. For simplicity, all the firms, corporates (private or public), government departments and education institutes are all referred to as organizations in this report. Their sizes range from SMEs up to very large transnational corporates. The scope of business activities of the 2019 organizations is shown in Table 1.

Table 1 Scope of business activities of the 2019 winners

Country (no. of organizations) <i>*in alphabetical order</i>	Category of business	No. of employees
China (5)	Financial services	900
	Energy	30,000
	Architecture	5,000
	Manufacturing	9,336
	Telecommunication Information technology	10,000
Hong Kong (5)	Construction	1,900
	Public utilities	4,300
	Government department	6,555
	Management consultancy	42,000
	Professional services	5
India (5)	Construction	2,400
	Information technology	288,200
	Information technology consulting	236,000
	Manufacturing	4,698
	Information technology	175,000
Indonesia (1)	Education	2,286
Iran (2)	Manufacturing	656
	Manufacturing	14,350
Japan (2)	Manufacturing	150
	Social services	13
Middle East and North Africa (1)	Energy	8,500
United States (1)	Professional services	280,000+

The framework of assessment is modified from the MAKE Award tradition and built based on the intellectual capital framework for innovation. There are two parts of the assessment: (A) the sustainability factors (in terms of 8 criteria, see Appendix 1) and (B) various innovation indicators to be selected by the applicant organization as appropriate. For details of the application form, please refer to Global MIKE Award website <http://www.globalmikeaward.com/>.

Each organization was asked to give a self-rating score in a 7-point Likert scale (from 1 to 7) on the relative importance of each of these eight criteria which they think is important to the success of their organizations. The rating is normalized from a 7-point Likert scale to one with a scale from 0.1 to 1 (0.1 means not important and 1 extremely important). Figure 1 (a-e) shows the average score as rated by the organization in the 5 countries/regions. In country where there is no award host and there is only one direct submission, the ratings given by individual organization would not be shown. Figure 1f, on the other hand shows the overall average of the rating from all the global winners.

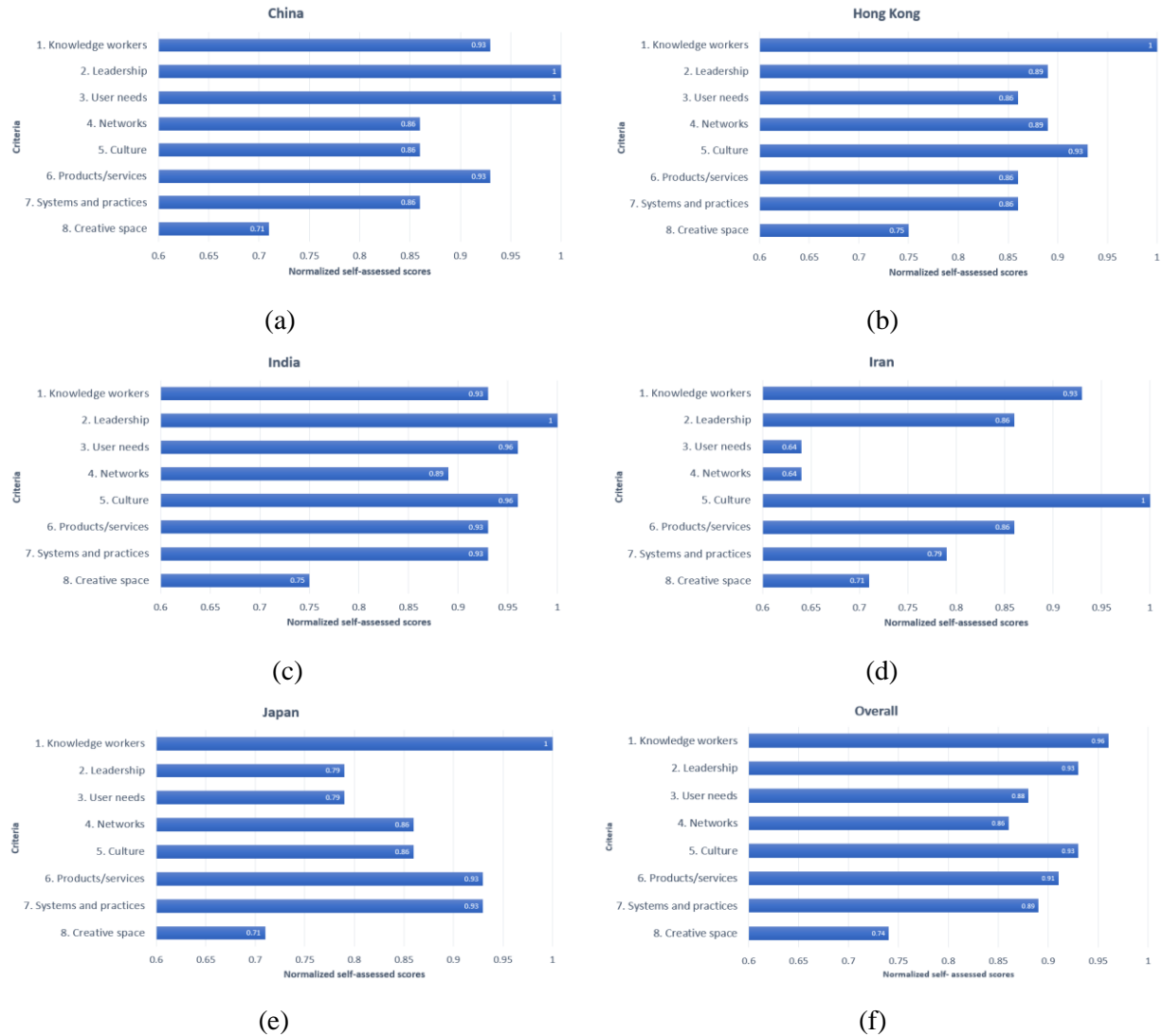


Figure 1 (a-e) the relative rating on the importance of each of the criteria averaged from winners in each country/region. (h) shows the overall average rating from winners in all countries and regions. (1 means extremely important and 0.1 means not important)

In addition, applicants were asked to pick up THREE out of the eight criteria which their organizations had performed most well. The following graphs (Figure 2 a-e) shows the average percentage of votes received

from the winners in each of the five country/region. Figure 2f shows the overall average percentage combined from all global winners.

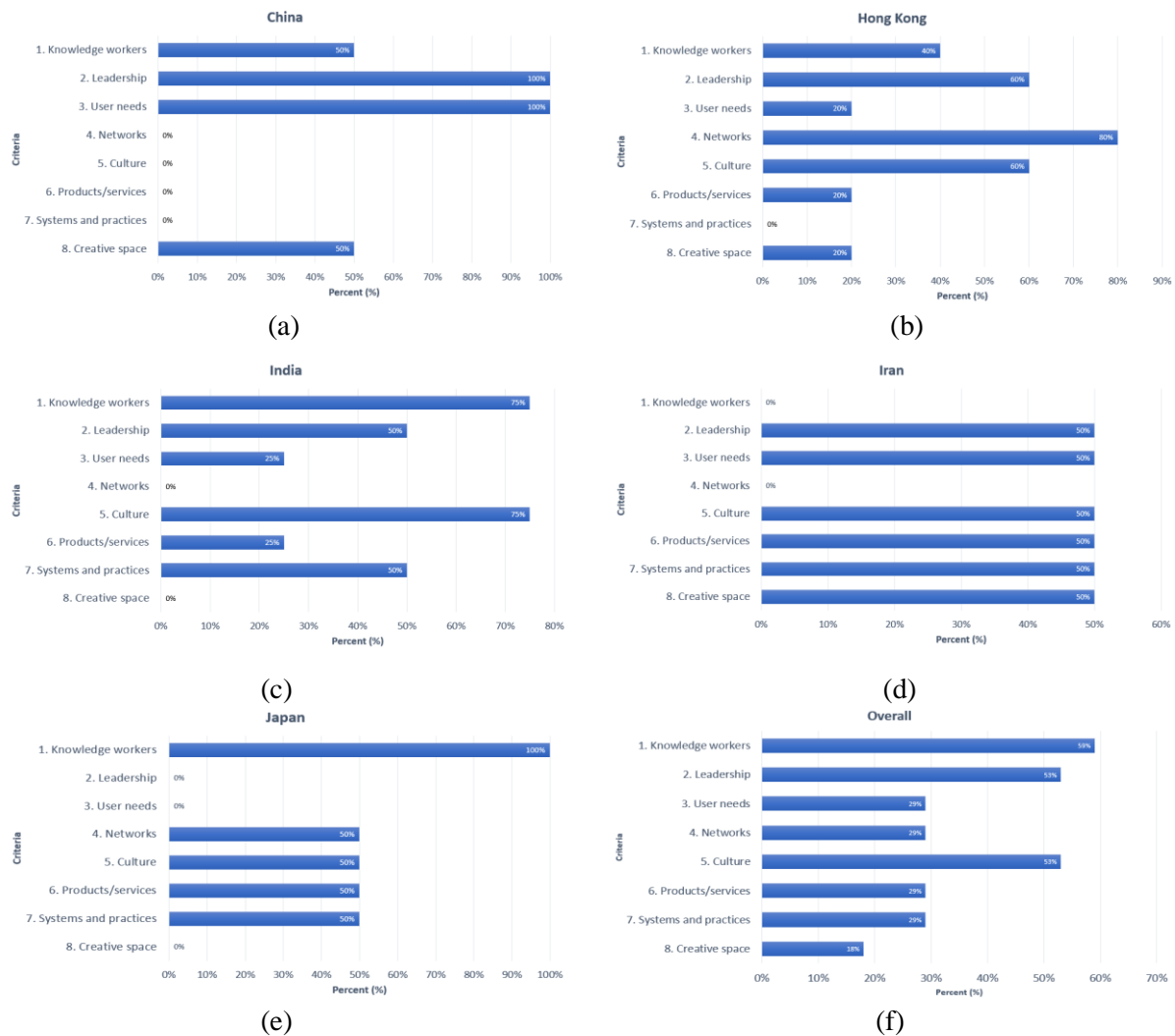


Figure 2 (a-e) percentage of votes on each criterion which the winners from each of the five hosting countries/regions consider they perform most well. (f) gives the combined percentage of votes from all global winners.

The performance of the nominees against each of the eight criteria was rated by the five country/region hosts (Figure 3 a-e). The overall average rating for all winners is shown in Figure 3f. In determining the Global MIKE Award winners, all the performance ratings are for reference only. The Global MIKE Award judging panel made their own independent assessment.

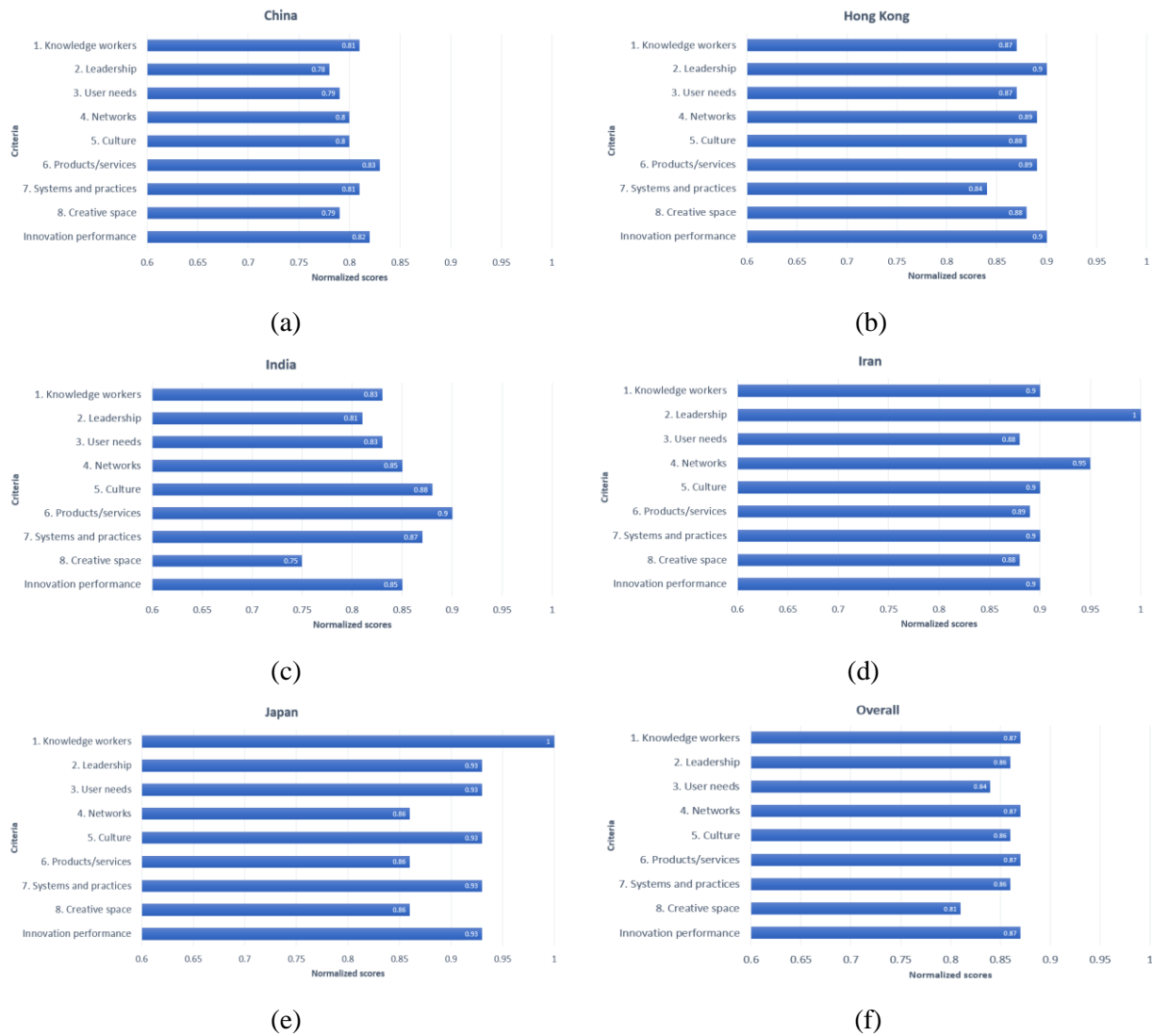


Figure 3. (a-e) performance of organizations as rated by the country host in each country /region. (f) is the overall combined average rating for all winners (1 refers to outstanding and 0.1 means poor)

From the above survey, it could be seen that the criteria rated with high importance by the winners were criteria 1 (empowering workers), criteria 2 (leadership), and criteria 5 (culture). The lowest one is criteria 8 (creative space). These items were also rated by the country/region hosts to be the top three with the best performance. Overall, we find there is a good consistency among the self-assessment rating, the host /representative rating and the final decision of the judging panel as a whole.

The members of the 2019 international judging panel are shown in Appendix 2. There are six judges with a total of 15 submissions to be vetted. Not all countries have nominations up to five candidates. A minimum of three votes was needed for an organization to be qualified for the Global MIKE Award winner status. All nominees passed this minimum threshold compared with around 70 percent success rate in the 2018 pilot run. This may reflect a stricter initial screening carried out by the country hosts. In addition, each judge casted three votes to select the most outstanding winners without listing the order of priority. Those three organizations which received the highest number of votes would be the Most Outstanding Global MIKE Award Winners.

In Part 2, the good practices from the winners are highlighted and discussed.

Appendix 1

The eight criteria used to assess the organizations/enterprises for the conferment of the MIKE award are restated below. The short description used in the Figures is shown in bracket.

Criteria 1 - Empowering knowledge workers for innovation (Knowledge workers)

Criteria 2 - Strategizing, visioning and transformative leadership (Leadership)

Criteria 3 - Creating client and user expectations/needs/experiences (User needs)

Criteria 4 - Developing internal & external networks (Networks)

Criteria 5 - Cultivating organizational innovation culture (Culture)

Criteria 6 - Investing and delivering knowledge-based products/services/solutions (Product /services)

Criteria 7 - Enforcing knowledge practices and systems for knowledge creation (Systems and practices)

Criteria 8 - Implementing creative and virtual space to create stakeholder value (Creative space)

Appendix 2

Members of the International Judging Panel for the 2019 Global MIKE Award Exercise

Prof. Constantin Bratianu
Bucharest University of Economic Studies
ROMANIA

Dr Bonnie Cheuk
AstraZeneca
UK

Prof. Dr. Susanne Durst
University of Skövde
SWEDEN

Prof. Leif Edvinsson
Lund University
SWEDEN

Prof. Dr. Ing. Peter Heisig
University of Applied Sciences Potsdam
GERMANY

Dr. Vincent Ribiere
The IKI-SEA - Bangkok University
THAILAND

Part 2: Good Practices

In this section, the good practices adopted by the global winners to sustain innovation are highlighted. “Good practices” is used instead of “best practice” as the business and clients of each enterprise are different. The practices that are best for a particular sector may not have the same effect to another sector. However, there is always something that could be learnt from one another. The detailed story of each winner is available for access in Part 3. Therefore, this section is not intended to be just a comprehensive summary of the various practices reported from the winners, but rather as an introduction and critique of good KM practices reported under each of the eight assessment criteria. It is noted that many of the factors in the eight criteria are interrelated and clear delineations are not always possible. Nevertheless, the essence under each criterion is discussed below:

(i) Empowering of knowledge workers

Importance is attached to employees’ career development, performance evaluation and work-based learning, with a scheme to reward employees on a periodic basis. Training alone does not empower workers and should not be just passive learning but simultaneously to cultivate creative ideas. Some organizations allocate a percentage of working time that each employee should spend on learning. Due to the rapid technological changes, re-skilling of employees in digital technologies is now common by providing more digital platform oriented training. Reducing hierarchy in organization can nurture future business leaders in an organization and empower more knowledge workers.

(ii) Visioning and leadership

Most reports refer or imply leadership on senior management. There are different levels of leadership, for example, task leaders such as project managers or section supervisors. Another kind of leadership is thought leadership (irrespective of rank) which could be shared on social media platforms. Some organizations measure the managers’ leadership styles in various departments, and feedback to various managers for their improvement such as behaviour leadership competencies. Not too many organizations have a mission statement for KM or innovation. A good practice in strategizing is a vision of the future to bring different stakeholders together and to expose them to up-and-coming global trends and challenges. A question is raised: is collaborative leadership best for SMEs or for large enterprises?

(iii) Creating user experience

To understand the needs and expectations of customers, various approaches such as visits to the clients' workplaces, face-to-face meetings, participating in specialized exhibitions, use of annual survey system, handling of customer complaints, regular market research are mentioned. Sharpening competence intelligence and stronger business analytical skills are needed for front line staff. Co-creating of services with clients and customers are emphasized by an increasing number of organizations, though still very few reports address the systematic deployment of service design thinking. Proof-of-concept (PoC) conducted at the lab scale (mind lab, future centre, etc) would then move on to a small-scale trial run at relevant sites as pilot.

(iv) Developing networks

The knowledge, skills/technology and ideas to be connected is now beyond corporate and industry boundaries. Collaborative innovation with clients and users becomes a common place. Networks form the backbone of a knowledge chain for organizations to tap into the community resources to run its business. General public are reached via Web 2.0, mobile App, and mainstream social media.

To meet global innovation challenge, diverse talent communities across the globe are used by large corporates to solve the big issues using blockchain, internet of things (IoT) and AI. Equally important are human to human contact such as locally hosted knowledge cafés, lunch and lesson learnt sessions, to exchange ideas, business development updates, debate hot topics, share challenges and successes.

(v) Cultivating innovation culture

The practices reported under this criterion are very diversified and overlapped with a lot of topics which could appear under the other criteria. This could be understood as culture is a manifestation of organizational behaviours. However, an active deployment of KM infrastructure, collaborative platforms and programs alone does not necessarily result in an effective innovation culture. An innovation culture is one in which we feel free to think creatively, one that could be facilitated by deep and close communication or dialogue between management and staff, and among staff. Periodic assessing collaboration climax or leadership style is mentioned as a good step to demonstrate the commitment of senior management for cultural change. Relatively, there is little coverage on corporate effort to become a learning organization in order to sustain innovation.

(vi) Delivering knowledge products and service services

This criterion includes a description of actual services/products and methods/approaches to deliver knowledge service. For example, the use of Service Design Thinking workshop is a good method to find out the needs of clients. Another example is the creation of Centre of Excellence (CoE) so that client could have access to the relevant expertise in the organization to co-create services and products. The ability to draw experience from one company or sector to another could also yield new service insights. For big corporation, a quick way to develop new products and service is through acquisition. New services and solutions are now frequently associated with exploitation of new technology such as robotics, human machine interfaces, smart assistants, natural language processing, augmented reality, blockchain technology, and many others. Enabling open innovation and crowdsourcing platform is another option. More solid examples and cases are expected.

(vii) Enforcing KM practice and systems

Both technology based and people based aspects of KM practices and systems are reported to enhance innovation. Typical implementations are KM portals, customer-oriented product data centre, mobile phone Apps, which could facilitate activities such as CoPs, discussion Forum and Wiki libraries. There is growing awareness on leveraging digital technologies from machine learning, learning analytics to AI applications. On the people side, the establishment of knowledge facilitators and knowledge ambassadors becomes a common place. The enforcement of a KM code of practice, KM metrics for measuring asset consumption and usability are in place in some organizations. Knowledge risk management has drawn attention to minimize the risk of losing key knowledge from departing staff and retired staff and job moves in a volatile market.

(viii) Implementing creative space

This include both virtual/cyber space and physical space. On the self-assessment and the rating on importance, this criterion received the lowest score. Most organizations have used collaborative virtual spaces for knowledge sharing and creation, but less attention to the provision of physical workplaces. The most frequent cyber space deployed to trigger creative ideas are hackathons, makeathons, ideathons, a kind of innovation jam to solicit new ideas. On physical space, knowledge cafes, mind lab/concept lab, etc. are mentioned. We need to differentiate knowledge activities such



as lesson learnt, storytelling, anecdotal circles, brainstorming, etc. from implementing creative space. These are activities for knowledge sharing or creation which should be discussed under criteria 7 as KM practices, but not under this criterion.

A general observation is that apart from listing the activities under each of the eight criteria, it may be more rewarding if organizations are encouraged to report more of their stories/anecdotes that are impressive and have impact on the behaviour of their staff, clients or business performance. In addition, the exercise could add more value if organizations can also highlight the problems they are facing and extend to how they have solved the issues, their strength and the challenges ahead.

The Part 3 company reports are available for the country award hosts and the Global MIKE Award winners only for their benchmarking.