

## ABSTRACT

The globalization era demands every enterprise to adapt to the constant changes. Knowledge, as one of the most important element in the enterprise for threaded it's own way in the business environment and marker must be a priority to be developed. MAKE study is an award rewarded to the enterprise as an acknowledgement for their works to promote knowledge and foster it as the most important element. PT TELKOM as one of the companies that has applied knowledge management, with using MAKE study as the framework to analyze the performance of PT TELKOM's knowledge management, it is hoped to improve PT TELKOM's knowledge management which can be used as a foundation to support is business operation and be a winner in MAKE award.

The existing identification and measurement of TELKOM's knowledge management is using a survey on it's KM system. Thus, in this research MAKE Study method is used. The first thing first in measurement process is inventory in needs attributes. The next process is weighing the attributes using AHP method. The last process will be using QFD to measure the performance of TELKOM's knowledge management .

Identification and measurement of TELKOM's knowledge management using MAKE study are resulted in 8 main points which are being breakdown to 54 needs attributes. According to the measurement process the six highest raw weight need attributes are: Menyediakan program IT untuk berbagi knowledge (*raw weight: 103,448*), Mengembangkan dan/atau mendapatkan berbagi perangkat, teknik, dan metodologi pembelajaran (*raw weight: 100*), Mengembangkan dan melatih para pekerja dalam inovasi dan pengembangan ide (*raw weight: 83,33*), Mengkomunikasikan/melaporkan hasil nilai tambah berbasis *knowledge* (*raw weight: 60*), *Learning by doing* (*raw weight: 58,824*), Mengembangkan perangkat dan teknik untuk mengelola dan mengukur modal intelektual (*raw weight: 57,134*).

This research is expected to improve PT TELKOM's knowledge management and help PT TELKOM to perform better and able to win MAKE award in the future. For further study, research may be done using another method such as knowledge management balanced scorecard, Delphi method, etc.

Keywords: Knowledge management, MAKE study, Most Admired Knowledge Enterprise.