



**Developing an Instrument to Measure the Strategically
Innovative Environment of Life Insurance Organisations
in Southern Africa**

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Abstract

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Title : Developing an Instrument to Measure the Strategically Innovative Environment of Life Assurance Organisations in Southern Africa

This thesis reports on an exploratory study to see to what extent an instrument could be developed to measure the strategically innovative environment of life assurance organisations in Southern Africa. This instrument was applied to a number of life assurance organisations in Southern Africa and the results plotted on a four quadrant matrix, developed for this study, to illustrate to what extent certain variables could contribute in establishing a strategically innovative environment.

The main contribution of this study is to explain the interaction between the knowledge economy, intellectual capital, the corporate curriculum, learning theory and strategic innovation. This study argues that the interaction between these components is key in developing human capital which in turn is an important component of strategic innovation. Furthermore, the instrument developed for this study can be used to evaluate other organisations, thus ultimately assisting them in becoming strategically innovative as well.

It was found that life assurance organisations in Southern Africa could be regarded as moderately strategically innovative. The degree of strategic innovation varies according to the presence and integration of certain variables set out for the organisation.

Keywords: knowledge; knowledge economy; organisational learning; intellectual capital; learning theory; strategic innovation

Opsomming

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Graad : Philosophiae Doktor in Inligtingstegnologie

Titel : Die Ontwikkeling van 'n Instrument om Strategiese Innoverende Omgewing van Lewensversekeringsmaatskappye in Suider-Afrika te meet

Hierdie proefskrif doen verslag oor 'n verkennende studie om te bepaal tot watter mate 'n instrument ontwikkel kan word om die strategiese innoverende omgewing in lewensversekeringsmaatskappye in Suider-Afrika te meet. Die instrument was gebruik om 'n aantal lewensversekeringsmaatskappye in Suider Afrika se operasionele omgewing te meet en die uitslag is op 'n vier kwadrant matriks geplot wat vir die studie ontwikkel is.

Die belangrikste bydrae wat die studie lewer, is om die interaksie tussen die kennis-ekonomie, intellektuele kapitaal, die korporatiewe kurukullum, leerteorie en strategiese innovasie te verduidelik. Die studie argumenteer dat hierdie interaksie van kardinale belang is as mens menselike kapitaal wil ontwikkel wat 'n sleutel rol speel tot die ontwikkeling van strategiese innovasie. Sekere veranderlikes word ook uitgelig wat die strategiese innoverende omgewing van 'n maatskappy kan bevorder of inhibeer. Verder kan die instrument wat vir die studie ontwikkel is, gebruik word om ander organisasies te evalueer om hulle te help om ook strategies innoverend te word.

Die studie het bevind dat lewensversekeringsmaatskappye in Suider-Afrika beskou kan word as gedeeltelik strategies innoverend. Die mate waarin hierdie maatskappye strategies innoverend is, hang af van die aanwesigheid en integrasie van sekere veranderlikes wat vir die organisasie bepaal is.

Sleutelwoorde: kennis; kennis-ekonomie; organisatoriese leer; intellektuele kapitaal; leerteorie; strategiese innovasie

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“When times are tough, persevere – you might just be surprised by the outcome....”

Dirk Burger



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