Contents:

General Introduction1

Chapter 1: The Benchmarking4

1.1: Overview of Benchmarking5

1.1.1 The Benchmarking5

1.1.2 Types of Benchmarking 9

1.1.3 Benchmarking Secondary Classification 12

1.2: Procedure of Benchmarking 15

1.2.1 Benchmarking Process 15

1.2.2 Benchmarking Attachments 20

1.2.3 Benchmarking Extensions 23

1.3: Benchmarking Application Limits 27

1.3.1 Benchmarking Limits 27

1.3.2 Benchmarking Pitfalls 29

1.3.3 Implementation Consideration 33

Chapter 2: Competitive Strategy 37

2.1: Overview of Marketing 39

2.1.1 Introduction to Marketing 39

2.1.2 Marketing Types44

2.1.3 Marketing Plan 47

2.2: The Competitive Advantage......51

2.2.1 The Differentiation 51

2.2.2 Technology 55

2.2.3 Cost Advantage 59

2.3: Competitive Strategies 62

2.3.1 Strategies for Market Leaders 64

2.3.2 Strategies for Challengers 66

2.3.3 Strategies for Followers 68

2.3.4 Strategies for Nicher 70

Chapter 3: Benchmarking for Competitive Advantage 74

3.1: Competitive Intelligence 76

3.1.1 Overview of the Competitive Intelligence 76

3.1.2 Phases of Competitive Intelligence Process 79

3.1.3 Competitive Intelligence Case Study "Procter & Gamble"82

3.2: Competitive Benchmarking......86

3.2.1 Identifying Marketing Capabilities for Benchmarking 86

3.2.2 Empirical Assessment of Marketing Capabilities Benchmarking 92

3.2.3 Gap Assessment Stage 96

3.3: Case Studies 99

3.3.1 Sales Benchmarking "Franklin Covey" 100

3.3.2 Benchmarking Local Government Services 103

Chapter 4: The Case of Universities 109

4.1: The Competitive Analysis of Universities 110

4.1.1 World-Class Universities 111

4.1.2 Governance and Strategic Management in University 116

4.1.3 External Impact 120

4.2: The Link between the Performance Variables and the Competitive Advantage of University 125

4.2.1 Defining the Study Variables 126

4.2.2 Empirical Assessment of Competitive Drivers in Algerian Higher Education System 132

4.2.3 Results and Recommendations Drawn from the Study 139

General Conclusion 143

Bibliography 146

Appendixes153