

The Importance of Benchmarking and Quality Management with Respect to Business Strategy

Ayşenur ERDİL*

¹ *İstanbul Medeniyet University, Turkey*

**runesyalidre@gmail.com*

Abstract – Understanding- knowledge is a powerful tool that can be used to preserve a legacy, learn novel concepts, solve issues, develop core competencies, and start new initiatives for individuals and organizations today and in the future. While strategic positioning refers to doing things differently from rivals, operational and process effectiveness refers to doing things better than rivals. The act of keeping track of and contrasting to find methods to enhance operations, procedures, and achieve greater performance and effectiveness is known as benchmarking for libraries. Entrepreneurs have been learning new guidelines for their firms to exist for a long time. Businesses need to be adaptable in order to react quickly to developments in the competitive marketplace. Even with these quick changes, management techniques and procedures like total quality management, quality management, benchmarking, outsourcing, and reengineering are still necessary to achieve efficiency, quality, and speed. Businesses ought to convert those advantages into long-term financial success. These instruments have gradually replaced strategy. The purpose of the research on these subjects is to assist executives in putting quality management concepts and practices into effect more successfully by suggesting methods that should be implemented in their service and manufacturing businesses in order to enhance company efficiency and increase satisfaction with clients. Regarding to these concepts and based on these concepts, this study aims to emphasize the importance of benchmarking, total quality management and quality management due to competitive strategy in terms of developing business strategy. In addition, the study presents the link between quality management and competitive strategy through benchmarking and case studies in the context of business.

Keywords – Benchmarking, Business, Quality, Management, Strategy.

I. INTRODUCTION

Benchmarking is a highly adaptable technique which may be used in many different contexts to satisfy different objectives for enhancement. Through benchmarking, a company may completely and fairly assess its procedures in order to see whether and how these could be enhanced. Academies Benchmarking "A method that involves evaluating and contrasting activities to discover strategies to enhanced operations and accomplish higher efficiency" is what benchmarking is defined as. Since this point, supervisors throughout a variety of sectors have utilized it to assess and enhance the calibre of their output in addition to work practices

and procedures. Benchmarking, that somewhat refers to identifying the "reference point, involves analyzing the business techniques of other companies with excellent results, comparing them with its own methods and implementing the knowledge gathered from this assessment in the company's operations in an effort to improve the competitive advantages of the business. It gives businesses an advantage of competition in the marketplace. Comparing internal operations, procedures, or techniques to those of other businesses is known as benchmarking. It is the process of being smart enough to figure out how to equal or possibly outperform somebody else at

whatever while remaining modest sufficient to acknowledge that someone else is superior. For certain businesses and institutions, benchmarking is essential to their existence. It gives them a means of evaluating the success of their firm. They are better able to comprehend their place in the business relative to others thanks to comparisons. It is effective because it allows them to gain knowledge from others and improve their own procedures (Lacobucci and Nordhielm, 2000; Reider, 2000; Coers et al., 2001; Spendolini, 2003; Stauffer, 2003; Denrell, 2005; What is the Role of Benchmarking in Quality Management? 2023). The purposes of benchmarking can be listed as follows: *helping identify the goals and objectives of the organization, * identifying best practices for achieving goals and objectives, *validating goals, objectives and practices, * changing or strengthening company culture, * Enabling strategic management of the company, *Revealing better practices within the company, *reducing costs, increasing motivation and performance.

Benchmarking is not a tool for reducing the number of employees or cycle time, A process manual that requires no creativity, A method of getting others to do things, A one-way flow of information that the company receives and others give, A development tool that costs nothing or requires no effort, A one-time and one program that will maintain its effect for a long time It is not a project to be started and finished (Lacobucci and Nordhielm, 2000; Reider, 2000; Coers et al., 2001; Spendolini, 2003; Stauffer, 2003; Denrell, 2005).

II. MATERIALS AND METHOD

A good benchmarking study should have the following features in its structure; It should be active and focused on continuous change and development, It should be driven by a progressive and positive approach and be the best evidence for change, It should be open to new ideas and views, It should be practice-oriented, It should be oriented only towards best practices, It should require knowing one's own advantages before others, It should be able to focus on the leadership position, It should be based on mutual gain between the parties, Its basic principles should be measurable, Its first goal is progress, it should require determination and discipline, It should be based on the support of top management.

A. Benchmarking Process Strategies

The following list of core benchmarking process strategies will help you better understand how company performance plan creation and benchmarking are related (Elmuti, D. and Kathawala, 1997; Holloway et al., 1998; Epper, 1999; Stapenhurst, 2009).

Initial Stage of the Plan: Determine the Concern of the Procedure of Benchmarking

(i) Determine which process needs to be benchmarked using the key elements of success for the company's success.

(ii) Recognize the procedure and record it.

(iii) Evaluate the procedure's effectiveness.

Stage 2: (i) Establish a Benchmarking Committee as the Second Stage.

(ii) Find collaborators for benchmarking.

Stage 3: Gather Information: (i) Determine Benchmarking Partnerships (ii) Comprehend and record the activities and outcomes of benchmarking partnerships.

Stage 4: The Fourth Stage of Analysis: (i) Gather and Examine Benchmarking Data.

(ii) Determine shortcomings in performance and their underlying reasons.

Stage 5: Enhance: (i)Put into Practice

(ii) Arrange for the enhancements to be put into practice.

(iii) Put enhancements into practice and track their advancement.

B. Benchmarking Models

These models are listed as below (Elmuti and Kathawala, 1997; Holloway et al., 1998; Epper, 1999; Stapenhurst, 2009; What is the Role of Benchmarking in Quality Management?, 2023; The Benefits of Benchmarking in Business, 2023).

Strategic Benchmarking: By analysing the long-term plans and broad techniques that have helped strong performers thrive, companies may utilize strategic benchmarking to enhance overall performance. It entails taking into account high-level factors including core skills, creating new goods and services, adjusting the activity balance, and enhancing capacity to adapt to alterations in the outside world. In general, strategic benchmarking examines how companies compete. The aim of strategic benchmarking is to uncover the strategy behind businesses that are considered successful.

Competitive benchmarking, often known as performance benchmarking: It is applied in situations when businesses evaluate their standing with respect to the performance attributes of important goods and services. Partners for benchmarking are from the same industry. It is a measurement to compare a rival company. This is the oldest and most common form of benchmarking. Direct comparison of products or services is the basis of performance-based benchmarking.

Process Benchmarking: When enhancing particular crucial processes and activities is the main goal, process benchmarking is employed. Associates in benchmarking are looking out from best practice firms that carry out comparable tasks or provide comparable services. It is adapting a process that has been approved and proven successful by certain experiences to another organization. This practice refers to focusing on separate business processes or operations.

Functional Benchmarking, also known as Generic Benchmarking, is a technique used by businesses to compare themselves to partners from various industries or fields of endeavour in order to identify opportunities for improvement in comparable activities or procedures for work. Benchmarking of this kind can spur innovation and notable advancements. In functional benchmarking, the operations, functions and processes of companies that are not competitors of the company in the market, operate in another field and have well-organized processes are analysed, and the best practices identified are tried to be adapted to the organization.

Internal Benchmarking: This type of benchmarking is looking for competitors from inside the same company, such as divisions that operate in various locations. The primary benefits associated with internal benchmarking are faster access to sensitive data and information, easily accessible comparable information, and often lower time and resource requirements. Since it might be relatively simple to transfer techniques inside the same the business, there might be less obstacles to application. In this type of benchmarking, best practices are tried to be identified by making comparisons between operations and processes within the organization itself. In this method, best practices are identified and adapted to the organization by making comparisons with competitor companies.

General Benchmarking: In this method, general information about the structure, systems and processes of companies and organizations that have been successful worldwide is sought and efforts are made to adapt them to the organization.

C. Benchmarking Objectives and Measures

What-if situations are covered by capacity planning. Throughout the business cycle, it may happen frequently to address peaking, scaling issues, the launch of new services, or corporate development. The "tweaking" of an infrastructure to maximize configuration efficiency is referred to as system tuning. Appropriate network reaction times, transactional performance, connection availability to the site and other site products and services, dependability in terms of connection availability and determination, and appropriate video and audio streaming rates are all considered to be aspects of acceptable quality of service. Everyone is using the internet to help in commercial endeavours. The benchmark may be used by E-Commerce hardware suppliers, commerce service providers (CSPs), large enterprise information technology (IT) teams, and consultancies to help with system sizing and capacity management for their E-Commerce clients (Jutla and Bodorik, 1998; Krishnamurthy and Rokia, 1998; Jutla et al., 1999; Jutla et al., 1999)

D. Business Transaction

Generally speaking, transactions can be straightforward as they are initiated by the client and lead to a straightforward request-reply exchange between the client's browser and the server that hosts the website (In the context of databases, since there is no database access, this type of interaction does not even qualify as a transaction.) The Welcome Page event is one example. Straightforward transactions can grant permission for an individual local or distant database. Order status transactions and stock level updates are two examples. The stacked Purchase transaction is the only very complicated transaction. It is made up of several separate transactions. A distributed operation spanning several distant resource managers, such as remote database administration systems (DBMSs) hosted by partner providers, occurs when a transaction accesses a database that is located abroad. As previously said, it is presumed that both the partner suppliers and the e-broker have reliable working ties. This suggests that they

approve of the usage of the X/Open XA interface for 2-stage commit and dispersed management of resources. The XA interface is supported by several products, including as relational databases from Oracle, Sybase, and Informix. It ought to be mentioned that these kinds of reliable connections do show up in applications for e-commerce and have since become a characteristic of the industry (Jutla and Bodorik, 1998; Krishnamurthy and Rokia, 1998; Jutla et al., 1999; Jutla et al., 1999).

Assessments and Challenges: The goal of the tests is to determine if the benchmark is helpful in evaluating the scalability and implementation technologies of an e-commerce application. Merely instances of usage and output from the WebEC benchmarking are shown in this section. The low-end equipment that is available is used to conduct the research in a university lab. The benchmark would evaluate more potent servers (and perhaps more servers) with a much broader user base, thousands or hundreds of thousands of hits, in a SME company environment (Jutla and Bodorik, 1998; Krishnamurthy and Rokia, 1998; Jutla et al., 1999; Jutla et al., 1999).

Related works and information: Global e-commerce and associated elements considerations influencing global e-commerce may be divided into four categories: infrastructural and economic considerations, governmental and legal aspects, supranational institutions, and cultural elements. Economic variables such as GDP per capita and the availability of credit (via credit card infrastructure, for example) affect both online buying and financing. While various infrastructures for processing electronic transactions (such as shipment monitoring services) enable online buying, IT infrastructure such as accessible bandwidths support online shopping by speeding up the Internet. The US leads the world in e-commerce in large part because of its sophisticated infrastructure, which includes credit card systems as a whole IT infrastructure, and other systems that support it. In regards to internet access connectivity, Korea ranks first out of the 30 members of the Organization for Economic Cooperation and Development (OECD), and it has demonstrated a quick increase in online shopping and browsing on the internet (Jutla and Bodorik, 1998; Krishnamurthy and Rokia, 1998; Jutla et al., 1999; Jutla et al., 1999; OECD, 2001).

Governmental policies and laws pertaining to the Internet and e-commerce are influenced by political

and legal considerations. Tariff and non-tariff obstacles affecting information and communication technology (ICT) products are two examples, as is the lack of relevant e-commerce legislation. The World Trade Organization (WTO), the United Nations (UN), and the Organization for Economic Cooperation and Development (OECD) are supranational organizations that influence national laws, rules, and policies to be favourable to e-commerce, hence facilitating the spread of the Internet and e-commerce. The aspect of culture and the Internet that has been researched the most is e-commerce. Social factors impact the degree to which the Internet and e-commerce are accepted or rejected in a culture by determining how well they mesh with the values and conventions of that society. Particularly, cultural variables have an impact on the success and rate of spread of various business models for global e-commerce (Jutla and Bodorik, 1998; Krishnamurthy and Rokia, 1998; Jutla et al., 1999; Jutla et al., 1999).

Considering e-commerce is done online, where theft and hacking could take place throughout transactions, trust in this sector is crucial. These two categories of online transaction concerns are connected to the security and dependability challenges. Confidence and confidence between online retailers and their clients are key components of dependability, and a lack of mutual knowledge can lead to issues with reliability. E-commerce security concerns often fall into two categories: privacy for individuals, which is the safeguarding of private information, and payment system security, which is crucial when providing credit card details. Research has been conducted to examine how cultural variations affect how trustworthy e-commerce is considered. (Jutla and Bodorik, 1998; Krishnamurthy and Rokia, 1998; Jutla et al., 1999; Jutla et al., 1999). People who are individualist are much more likely than collectively minded to trust others as long as they find a reason not to because individualists are independent and have utilitarian views of exchange, while collectively minded are extremely sensitive to group boundaries and are therefore less likely to trust someone outside of their group. The cultural traits of the three countries of interest in this work have been identified by a number of international investigations of cultural factors: Turkey appears to be a mixed culture

existing between the two cultures, whereas Korea and the US are thought to have individualistic and collectivistic cultures, respectively (Calhoun et al. 2002, Chirkov et al. 2003).

Strategic partners, i.e. distributors, customers or horizontal partners, often benefit from their partner's developments. It saves time as the two companies know each other before the study and general presentations are not necessary. During the benchmarking exercise, there are opportunities to directly improve relations between the two companies. As a result of being benchmarked, the partner can achieve some improvements due to the growing interest in the process. These are; (Elmuti and Kathawala, 1997; Holloway et al., 1998; Epper, 1999; Stapenhurst, 2009); (Sweeney, 1994; Voss et al., 1997; Elmuti and Kathawala, 1997; What is the Role of Benchmarking in Quality Management? 2023)

-Looking outward in goals breaks down resistance to possible change within the company.

-Decisions are based on concrete data and values.

-Learning best practices leads to competitive advantage through increased productivity and technological leaps. It ensures that best practices are brought into the company.

-Increases employee motivation and productivity.

-Contributes to the establishment of new and useful professional relationships.

It enables new technological developments to be implemented in the company.

Executives have been learning new guidelines for their firms to exist for a long time. Businesses need to be adaptable in order to react quickly to changes in the cutthroat market. Even with these quick changes, managerial tools and practices like quality management, benchmarking, using outsourcing, and reengineering are still necessary to achieve productivity, quality, and speed. Businesses ought to convert those advantages into long-term financial success. These instruments replaced the gradual strategy. The strategy of positioning is differentiating oneself from competition, whereas operational efficacy involves doing things more effectively than rivals. While operational efficacy is required to compete, it is insufficient for victory. The rivalry is limited and has an attrition impact

when it is focused only on operational performance (Sweeney, 1994; Voss et al., 1997; Elmuti and Kathawala, 1997).

III. RESULTS

Focusing Strategy: Meeting the demands of the group more effectively than competitors in a certain market is the goal of the business's strategy. Companies who want to thrive with that strategy need to: Pick a specialized market where customers have unique requirements and preferences, Create distinct skills to fulfill the requirements of the intended customer base. This approach focuses on a small market sector and looks to gain either distinctiveness or cost advantages inside it. (The differentiation in terms of product developments, characteristics, quality, and consumer engagement.)

(Elmuti and Kathawala, 1997; Holloway et al., 1998; Epper, 1999; Stapenhurst, 2009)

Advantages: The company is able to keep in constant contact with clients and react promptly to their evolving demands; Rivals won't be incentivized to cater to clients' specific wants; Since there are no alternatives to the items, businesses might be able to charge clients more (reducing the negotiating power of big niche consumers).

Negative aspects: Profitability might be constrained if the niche has become saturated with competitors; Customers' needs may surpass the niche market; Broadly diversified rivals might discover successful ways to penetrate the niche.

Danger Of New Participants: Costs, pricing, and rate of investment are impacted by new competitors' capacity and attractiveness to capture market share. entrance barriers can be used to assess the threat of entrance into a market. The danger of entrance is quite significant and market profitability is mitigated if barriers to entry are not as high. The following interpretations of such obstacles are possible: demand-side advantages of scale; supply-side economics of scale (Elmuti and Kathawala, 1997; Holloway et al., 1998; Epper, 1999; Stapenhurst, 2009).

IV. DISCUSSION

It's an organized method of prioritizing tasks that goes like this: competitive characteristics are given priority for enhancement according to customer requirements and performance against rivalry; the procedure is chosen as a priority based on how it affects the dimensions that are prioritized for

improvement as well as on purely qualitative and/or both quantitative accomplishment diagnostics; and priority enhancement measures are chosen according to how much they make a difference in improving the efficiency of the process (Sweeney, 1994; Voss et al., 1997; Elmuti and Kathawala, 1997).

Through operating effectively with respect to factors like cost, quality, speed, and innovation, a company may increase its competitiveness. Continuous process improvement is a critical element of long-term competitiveness. To achieve operational efficiency, many operations methods are often used, such as just-in-time (JIT), business process redesign (BPR), benchmarking, monitoring of performance and total quality management (TQM). The effectiveness of business operations and their capacity to give priority to competitive criteria are the main benefits of the enhancement strategies selected for deployment. Advertising and promotional activities are an important part of marketing activities, as they have a significant impact on customers' purchasing behaviour and contribute significantly to increasing awareness. Due to limited media budgets, restaurants are important communication centers to reach different target audiences at the same time. However, it is not possible to combine the communication materials of different activities at the same time (Porter, 1980; Sweeney, 1994; Voss et al., 1994; Porter, 1996; Blackmon, 1997; Carpinetti et al., 2003; Porter, 2008).

The Instances of Benchmarking Due to Business Strategy are as below; (Eker, 1996; Shirley, 1996; Nurtac, 1997; Wah et al., 1998; KalDer Kiyaslama Grubu, 1998)

Inventory Control: The creative spare parts management procedures of Xerox's European businesses served as a source of inspiration for the company's attempts to enhance inventory management procedures.

Historically, the amount of inventory to be kept in reserve for replacement components was determined by technical personnel; real spare part utilization patterns were not well known. To overcome this issue, Xerox's European operations created an advanced information system. Rather than just taking items out of stock, actual consumption was taken into account when calculating the level of inventory.

Method of manufacturing: Benchmarking assisted Xerox in modernizing its production processes. It was urged for every 'family group,' consisting of an executive and its immediate employees, to recognize and cater to the demands of both internal and external consumers. The work divisions' operating efficiency was greatly increased by this procedure.

Enjoying the advantages: The initial significant benefit of Xerox's emphasis on customer happiness and benchmarks was a rise in the proportion of happy clients. For its copier/duplicator and printing systems, the number of very pleased customers climbed by 38% and 39%, correspondingly. The office of the president received fewer complaints from consumers than before by over 60%. Satisfaction with customers increased by 21%, 18%, and 40% with Xerox's marketing, service, and administrative procedures. By the middle and end of the 1980s, the business's financial results had also significantly improved. Many businesses adopted benchmarking as a result of Xerox's success with it. Thousands of businesses have used benchmarking procedures at their divisions all around the globe through the middle of the 1990s.

The challenge of display cannot be realized effectively due to both visual and space constraints in restaurants. With a solution that does not cost a lot of money, it is possible to have a large number of different aims. The aim is to communicate messages to consumers through activities (Elmuti and Kathawala, 1997; Holloway et al., 1998; Epper, 1999; Stapenhurst, 2009)

Indeed, you've outlined important facets of operations management as well as tactics that businesses frequently use to boost their competitiveness. Let's dissect a few of these ideas (Porter, 1980; Sweeney, 1994; Voss et al., 1994; Porter, 1996; Blackmon, 1997; Carpinetti et al., 2003; Porter, 2008):

Expense Control: Just-in-Time (JIT) production: JIT is a manufacturing approach that aims to produce things precisely when needed. This reduces inventory expenses and promotes effective use of available resources.

Management of Quality: Total Quality Management (TQM): TQM is an all-encompassing strategy for raising the calibre of goods and services. To increase total quality, it incorporates customer attention, staff participation, and continual improvement.

Quickness and Effectiveness: Business process re-engineering, or BPR, is a comprehensive redesign and reimagining of company procedures with the goal of achieving substantial enhancements in key areas including speed, quality, cost, and service.

Creativity: Performance Monitoring: By keeping a close eye on key performance indicators (KPIs), a company may pinpoint areas for improvement and make sure its goals are being met.

Benchmarking: Assessing procedures and performance indicators against rivals' or the industry's norms might reveal areas in which changes may need to be implemented.

Overarching Strategy for Operations: A approach for operations is the overarching plan that specifies how a company will carry out its business activities in order to accomplish its objectives. It entails choosing how to manage and create supply chains, resources, and procedures.

Combining these techniques results in an efficient process that is managed by operations managers. Using these strategies can result in a number of advantages:

Reduced costs: JIT and BPR recognizes this for instance, can assist in cutting expenses associated with inventories, maximizing resource use, and decreasing waste.

Increased Performance: TQM makes sure that the whole manufacturing process is focused on quality, which results in superior goods and services.

Increased Flexibility and Speed: BPR and JIT help improve response to market needs and speed up manufacturing processes.

Innovation and Continuous Enhancement: Benchmark and achievement monitoring may help uncover opportunities for ongoing enhancement and innovation, which will help the company stay competitive over the long term.

To sum up, given the ever-changing business landscape, a company's capacity to consistently improve its operations and procedures is essential to its ability to remain competitive. Achieving operational excellence is facilitated by the integration of cost oversight, supervision of quality, acceleration, and innovative methods (Porter, 1980; Sweeney, 1994; Voss et al., 1994; Porter, 1996; Blackmon, 1997; Voss et al., 1997; Carpinetti et al., 2003; Porter, 2008).

V. CONCLUSION

The methods of TQM define a management style that is predicated on high standards of work and ongoing improvement in all facets of an organization's operations. Increasing energy efficiency helps achieve other company objectives, like TQM. Businesses have more control over the final results when you apply technology and conventional procedures that lower the amount of energy consumed in manufacturing procedures (the amount of energy efficiency). Surfaces Intelligent techniques, such as comparing the angle of contact of the substances before and after painting or cleaning, might be used into the implementation of TQM. Through doing this, company can guarantee that every essential control point is examined for any issues or pollutants that might interrupt the product process and result in hundreds of thousands of thousands of dollars' worth of wasted resources and interrupted operations. It is important to consistently observe and assess the efficacy of the modifications enacted via benchmarking. After that, businesses may assess if the enhancements are having the desired effect and implement any adjustments that are needed. A *acquiring knowledge cultural factors*, a concept that is essential to ongoing long-term quality development and competitiveness, and is promoted by benchmarking, which leads to increases in quality and efficiency as well as favourable financial outcomes. Businesses that are effective at benchmarking are always searching for fresh concepts. They take on the most beneficial novel concepts and match or surpass the greatest performance they can locate.

Businesses that have never benchmarked before frequently find the best performance benchmark but never learn how the greatest performance was attained. Furthermore, companies can begin their benchmark attempts through focusing on external benchmarks while ignoring already-existing, effective internal standards. Furthermore, unskilled benchmarking firms frequently do not quantify the costs and advantages of the endeavour.

ACKNOWLEDGMENT

We would like to thank the managers and employees of this industry who shared their knowledge and experience with us.

REFERENCES

- Calhoun, K. J., Teng, J. T. C. and Cheon, M. J. (2002). Impact of national culture on information technology usage behaviour: an exploratory study of decision making in Korea and the US. *Behaviour and Information Technology*, 21, 293-302.
- Carpinetti, Luiz C.R., Buosi, T. and Gero'amo, M.C. (2003). Quality management and Improvement, A framework and a business-process reference model, *Business Process Management Journal*, 9(4), 543-554.
- Chirkov, V., Ryan, R. M. and Kim, Y. (2003). Differentiating autonomy from individualism and independence: a self-determination theory perspective on internalization of cultural orientations and well-being. *Journal of Personality and Social Psychology*, 84, 97-110
- Coers, M., Gardner, C., Higgins, L. and Raybourn, C. (2001). *Benchmarking: A Guide for Your Journey to Best-Practice Processes*. American Productivity and Quality Center, 2001.
- Eker, S., (1996). *Kıyaslama Tekniği ve Eczacıbaşı Topluluğunda Kıyaslama Uygulamaları*, *Tüsiad- KalDer 5. Ulusal Kalite Kongresi Tebliğleri Kitabı*, İstanbul: KalDer Yayınları, 13-14 Kasım.
- Denrell, J. (2005). Selection Bias and the Perils of Benchmarking, *Harvard Business Review*, April 2005, 114-119.
- Elmuti, D. and Kathawala, Y. (1997). An overview of benchmarking process: a tool for continuous improvement and competitive advantage. *Benchmarking for Quality Management & Technology*, 4(4), 229-243
- Epper, R. M. (1999). Applying benchmarking to higher education. *Change*, 31(6) 24-31.
- Holloway, J., Francis, G., Hinton, M. and Mayle, D. (1998). Best practice benchmarking: Delivering the goods?. *Total Quality Management*, 9(4-5), 121-125.
- Jutla, D. and Bodorik, P. (1998). Investing in E-Commerce, 2nd Annual International Conference on Emerging Issues in Business and Technology, Myrtle Beach, South Carolina, November 12-14, 14-23
- Jutla, D., Bodorik, P., Hajnal, C. and Davis, C. (1999). Making Business Sense of Electronic Commerce, *IEEE Computer*, March 1999, 65-76.
- Jutla, D., Bodorik, P., Ma, S. and Wang, Y. (1999). WebTP: A Benchmark for Web-based Order Management Systems 32nd Annual Hawaii International Conference on System Sciences, Web Information Systems track, (HICSS'99), Jan 5-9, 10 p.
- KalDer Kıyaslama Grubu, (1998), *Kıyaslama (Benchmarking)*, İstanbul: KalDer Yayınları.
- Krishnamurthy, D. and Rokia, J. (1998). Workload Characterization Tools for E-Commerce Servers, *Electronic Commerce, International IFIP/GI Working Conference on Trends in Distributed Systems of Electronic Commerce*, 5-15, dpunkt.verlag, Hamburg.
- Lacobucci, D. and Nordhielm, C. (2000). Creative Benchmarking. *Harvard Business Review*, November/December 2000, 24-25.
- Nurtac, Z. (1997), *İş Dünyasının Yeni Gözdesi Benchmarking*, İstanbul: Arthur Andersen Yayınları.
- OECD (2001) *The Wellbeing of Nations: The Role of Human and Social Capital, Education and Skills*. OECD Centre for Educational Research and Innovation, Paris, France.
- Porter, M. (2008). *The Five Competitive Forces That Shape Strategy*, *Harvard Business Review*, January 2008.
- Porter, M. (1996). What is Strategy, *Harvard Business Review*, November 1996.
- Porter, M. (1980). *Competitive Strategy*, Free Press, 1980.
- Reider, R. (2000). *Benchmarking Strategies: A Tool for Profit Improvement*. John Wiley & Sons, 2000.
- Shirley, D. (1996), "Benchmarking", *Work Study*, 45(3), 18-20, MCB University Press.
- Spendolini, M. J. (2003). *The Benchmarking Book*, 2d ed. AMACOM, 2003.
- Stapenhurst, T. (2009). *The benchmarking book: A how-to-guide to best practice for managers and practitioners*. Oxford: Elsevier.
- Stauffer, D.(2003). *Is Your Benchmarking Doing the Right Work?*, *Harvard Management Update*, 1-4.
- Sweeney, M.T. (1994). Benchmarking for strategic manufacturing management, *International Journal of Operations & Production Management*, 14(9), 4-15.
- The Benefits of Benchmarking in Business (2023)*, <https://safetyculture.com/topics/benchmarking/benchmarking-in-business/>
- Voss, C.A., Ahlstrom, P. and Blackmon, K. (1997). Benchmarking and operational performance: some empirical results", *International Journal of Operations and Production Management*, 17(10), 1046-1058.
- Voss, C.A., Chiesa, V. and Coughlan, P. (1994). Developing and testing benchmarking and self-assessment

frameworks in manufacturing, *International Journal of Operations & Production Management*, 14(3), 83-100.

Wah Fong, S., Cheng, E. W. L. and Ho, D. C. K. (1998). Benchmarking: a general reading for management practitioners. *Management Decision*, 36(6), 407–418.