



**Ministry of Higher Education and Scientific Research**  
**The National Higher School of Journalism and Information Sciences**

**Information Sciences Department**

**The Impact of Benchmarking on Corporate Advertising in the Social  
Media Landscape**

Case Study: NCA-Rouiba from March the 1<sup>st</sup> to May the 15<sup>th</sup>, 2024

Dissertation submitted to the Department of Information Sciences in partial fulfilment of a  
Master's degree

Corporate Communication Speciality

Class of 2019

Realized by: **Belkais Touahria**

Supervised by: **Pr. Khaled Lalaoui**

**Jury:**

President: Dr/ Djamel Bouchakour

Supervisor: Pr/ Khaled Lalaoui

Member: Dr/ Samir Ardjoun

**Academic year: 2023-2024**

قسم علوم الاعلام

تأثير المقارنة المرجعية على الاشهار المؤسساتي في عصر مواقع التواصل  
الاجتماعي

دراسة حالة شركة روبية للعصائر من 1 مارس الى 15 ماي 2024

مذكرة ضمن متطلبات نيل شهادة ماستر في علوم الاعلام

تخصص: اتصال مؤسساتي

دفعة 2019

تحت إشراف البروفيسور:

لعلوي خالد

إعداد الطالبة:

طواهرية بلقيس

أعضاء لجنة المناقشة:

الرئيس: د/ بوشاقور جمال

المشرف: ب/ لعلوي خالد

المناقش: د/ عرجون سمير

السنة الجامعية: 2023-2024

## *Acknowledgments*

This year has been full of adventures with its share of highs and lows. There were moments of joy, moments of fear as well as moments of uncertainty, but I found peace through prayers and trust in god's plans. Throughout this journey, I have been fortunate to receive support from precious individuals, without whom this work would not have been possible.

*First and foremost,*

I've had the pleasure of being guided by the best supervisor one could ask for Professor Khaled Lalaoui, who deserves a spot in the "Supervisor Hall of Fame" if such a thing exists! I'm forever grateful for your dedication to my academic and personal growth.

*Thank you!*

I would like to express my appreciation to the staff at NCA-Rouiba, particularly to the Quality, Hygiene, Security, and Environment Director Mr Djaridi as well as to Arabesques Communication agency's staff without whom this work would not have been possible.

*Thank you!*

A special thank is due to the U.S. Embassy of Algiers's public diplomacy employees particularly Mahdi Athmani and Rob Ronci for their huge help and contribution to my work.

*Thank you!*

To all my incredible lecturers at the National Higher School of Journalism especially Samir Ardjoun and Boukhalfa Chouikrat, you've been more than just lecturers. You made learning a blast.

*Thank you!*

## *Dedication*

**This is just the beginning**

**And it's only going to get better from here**

I would like to dedicate the fruit of this work

To my pillars of strength and source of care; my lovely parents Larbi Touahria and Larbi Riala, I can google all the nice words that exist in English but they will be insufficient, because no word can convey the depth of my gratitude for your presence in my life. I would not have been able to reach this stage of my life without your endless care and support. I'm committed to making you proud of me!

*I love you so much!*

To all my siblings Soumia, Mohamed and Alaa as well as my extended family, thank you for your unconditional love and support. Your belief in me has been a constant source of inspiration!

*I love you so much!*

To the most authentic, real bestie and sister I have in my life, to the person who always believed in me, to my dear Wafa Bouziane, may god bless you and protect our friendship forever.

*I love you so much!*

Leaving the National Higher School of Journalism fills me with mixed emotions. It has been more than an educational institution; it has been home where I formed bonds with incredible people. To Majda, Ibtihal, Amira and all my friends, thank you for your support and camaraderie. Your presence has been a source of immense joy and craziness.

*I love you!*

## *Special Dedication*

I started this year with a clear vision: to write a first-class dissertation. I followed the dissertation-writing guidelines and marking schemes of the most prestigious universities across the globe. I benchmarked the best academic works to produce this dissertation, hence why I would like to dedicate it to every student who wants to write a dissertation and is looking for a benchmark. My work is your benchmark; so go ahead and write a better one!

*« In The Name of Allah*

*The Entirely Merciful*

*The Especially Merciful”*

## **Abstract**

This research explores how benchmarking influences NCA-Rouiba's corporate advertising on social media. By deploying a single case study design and qualitative methods including documentation and interviews, we uncovered the motivations, practices, challenges and adaptations associated with the use of benchmarking in corporate advertising on social media. Key findings revealed that NCA-Rouiba's primary objectives for benchmarking are to garner competitive advantage, strengthen its corporate image and increase engagement rate on social media platforms. Benchmarking practices include analysing competitors' social media activities, and integrating their successful practices into NCA-Rouiba's own strategy. Challenges identified include the budget constraints and prioritization of product-focused advertising. The dissertation concludes with strategic and operational recommendations as well as an action sheet to guide NCA-Rouiba in navigating the competitive landscape of social media.

## **Key words**

Benchmarking, Corporate advertising, NCA-Rouiba, Social media

## ملخص

يدرس هذا البحث تأثير المقارنة المرجعية على الإشهار المؤسستي لشركة رويبة للعصائر على مواقع التواصل الاجتماعي. عبر القيام بدراسة حالة تعتمد على تحليل وثائق و عدة مقابلات, قمنا بالكشف عن الدوافع, الممارسات, التحديات, و التكتيفات المرتبطة باستخدام المقارنة المرجعية على الاشهار المؤسستي في مواقع التواصل الاجتماعي, كشفت نتائج بحثنا أن الأسباب التي تدفع الشركة الى استخدام المقارنة المرجعية هي الحصول على ميزة تنافسية, تعزيز صورة العلامة, و زيادة معدل التفاعل على منصات التواصل الاجتماعي. تشمل ممارسات المقارنة المرجعية تحليل صفحات المنافسين و دمج ممارساتهم الناجحة في استراتيجية الشركة. تتمثل التحديات في قيود الميزانية, و التركيز على تصميم اعلانات حول المنتج. اختتمنا الدراسة بتوصيات بالإضافة الى خطة عمل ارشادية لمساعدة شركة رويبة للعصائر في تحقيق الامتياز في المشهد التنافسي لوسائل التواصل الاجتماعي.

## كلمات مفتاحية

المقارنة المرجعية, الاشهار المؤسستي, شركة رويبة للعصائر, وسائل التواصل الاجتماعي

## **Résumé**

Cette recherche explore comment le benchmarking influence la publicité institutionnelle de la NCA-Rouiba sur les réseaux sociaux. En suivant une étude de cas avec des méthodes qualitatives, y compris la documentation et les entretiens, nous avons découvert les motivations, les pratiques, les défis, et les adaptations associés à l'utilisation du benchmarking dans la publicité institutionnelle sur les réseaux sociaux. Les résultats clés de la recherche ont révélé que les objectifs principaux de l'usage du benchmarking pour la NCA-Rouiba sont d'obtenir un avantage concurrentiel, de renforcer l'image de l'entreprise et d'augmenter le taux d'engagement sur les plateformes des réseaux sociaux. Les pratiques du benchmarking incluent l'analyse des réseaux sociaux des concurrents et l'intégration de leurs pratiques réussies dans leur propre stratégie. Les défis identifiés comprennent les contraintes budgétaires, et la priorité accordée à la publicité axée sur les produits. La dissertation conclut avec des recommandations stratégiques et opérationnelles ainsi qu'une feuille de route pour guider la NCA-Rouiba dans le paysage concurrentiel des réseaux sociaux.

## **Mots clés**

Benchmarking, Publicité institutionnelle, NCA-Rouiba, Réseaux sociaux

## **Research plan**

Introduction

### **Chapter 1: Problem statement, research significance and conceptual framework**

Section 1: Problem statement

Section 2: Research motivations

Section 3: Research importance and contribution

Section 4: Research aims

Section 5: Conceptual framework

Section 6: Previous studies

### **Chapter 2: Literature review**

Section 1: Benchmarking theoretical framework

Section 2: Corporate advertising theoretical framework

Section 3: Research underpinning theory

Section 4: Visualization of the theoretical framework

### **Chapter 3: Research design and methodology**

Section 1: Research approach

Section 2: Data collection methods

Section 3: Research questions

Section 4: Psychometric properties

Section 5: Visualization of the methodology

### **Chapter 4: Case study report**

Section 1: Case site description

Section 2: Data collection and analysis

Section 3: Discussion

Section 4: Implications and action sheet

## **Conclusion**

## List of tables

<b>Number</b>	<b>Title</b>	<b>Page</b>
01	First study relevance to the research	<b>10</b>
02	Second study relevance to the research	<b>11-12</b>
03	Third study relevance to the research	<b>13</b>
04	Fourth study relevance to the research	<b>14</b>
05	Benchmarking Barriers	<b>31-32</b>
06	Corporate advertising messages	<b>37-38</b>
07	List of lecturers and experts who provided feedback on the interview guides	<b>50</b>
08	List of documents selected for analysis	<b>60-61</b>
09	Description of the interviewees	<b>70</b>
10	Short Term Action Sheet	<b>83-84</b>

## List of figures

<b>Number</b>	<b>Title</b>	<b>Page</b>
01	Xerox Benchmarking model	<b>26</b>
02	Trade benchmarking model	<b>28</b>
03	Stapenhurst's benchmarking model	<b>28</b>
04	Visualization of the theoretical framework	<b>44</b>
05	The role of inductive approach	<b>47</b>
06	Vizualisation of the methodology	<b>52</b>
07	NCA-Rouiba Company Headquarters	<b>55</b>
08	NCA-Rouiba's third floor hall	<b>56</b>
09	One of NCA-Rouiba's meeting rooms	<b>57</b>
10	NCA-Rouiba's Organizational Chart	<b>59</b>
11	Word Cloud Visualization	<b>67</b>
12	Interviews analytical procedure	<b>70</b>
13	Social Blade welcome page	<b>73</b>
14	NCA-Rouiba's Twitter Account performance	<b>74</b>
15	The compare button in Social Blade	<b>75</b>
16	HubSpot website	<b>76</b>
17	HubSpot features	<b>77</b>

## List of abbreviations

**NCA-Rouiba** : Nouvelle Conserverie Algérienne de Rouiba (New Algerian Cannery of Rouiba)

**APQC**: The American Productivity and Quality Center

**CI**: Competitive Intelligence

**GBN**: The Global Benchmarking Network

**TRADE**: Terms of Reference; Research current state, Acquire best practices, Deploy stage, Evaluation stage

**TOR**: Terms of Reference

**AT&T**: American Telephone and Telegraph Company

**CSR**: Corporate social responsibility

# **Introduction**

### Introduction

*“The brands that will thrive in the coming years are the ones that have purpose beyond profit.”* - Richard Branson- English Business Magnet and co-founder of the Virgin Group

Today, companies are no longer competing on the basis of products or services alone; they are opting for a stronger corporate identity that resonates with their audience. This shift has put a big amount of pressure on businesses to adopt more sophisticated approaches of advertising that do not only promote their offerings but also cultivate a strong corporate image. Unlike traditional advertising, which focuses on the direct promotion of products or services, corporate advertising emphasizes the company’s values, mission, and ethos and showcases its commitment to social responsibility and community engagement.

And with the technological advancements that are taking place in our world, social media platforms have become crucial for companies to connect with their audiences. These platforms are not just for marketing; they are places where brands tell their stories, engage with customers, and build tight relationships. For NCA-Rouiba, an Algerian company that operates in the beverages industry, succeeding in this competitive landscape requires a strategic approach based on constant learning and adaptation.

In this context, benchmarking has become a necessary tool for businesses aiming to enhance their corporate advertising strategy on social media. This process involves comparing processes and performance metrics with those of competitors and industry leaders. This can lead to identifying weaknesses and locating improvement areas to drive better outcomes.

This dissertation explores how NCA-Rouiba leverages benchmarking to enhance its corporate advertising on social media platforms. Through a detailed examination of internal documents and interviews with key contributors, this research outlines the motivations, practices, and challenges associated with NCA-Rouiba’s benchmarking activities.

This dissertation encompasses four chapters; the first chapter sets the stage for the commencement of the research addressing the topic, its significance, and prior studies that have previously dealt with it.

## **Introduction**

---

The second chapter provides a detailed literature review regarding the research variables, setting the theoretical foundation for the study and linking it with the organizational learning theory. The third chapter outlines the research methodology, explaining the case study design, and qualitative methods used for data collection. The fourth chapter presents the case study report, detailing the findings from document analysis and interviews, and discussing the implications of these findings, offering an action plan for NCA-Rouiba and Arabesques Communication Agency to excel in corporate advertising on social media.

# **Chapter 1**

**Problem statement, research  
significance, and conceptual  
framework**

### **Opening**

This chapter provides the reader with a background about the current situation along with a problem discussion. Then the questions of the research are introduced and its objectives and contribution are stated, the chapter ends with a conceptual framework and an abstract of four previous studies which will help the reader delve into the main concepts brought up in this research.

### **1.1 Problem statement**

In today's digital age, social media networks have taken a pivotal role in connecting businesses with their target audiences. Leveraging these platforms has become essential for organizations aiming to foster a positive brand image that can shape perception among consumers.

Organizations face the challenge of not only sustaining their online presence but also doing so in a creative manner to foster engagement and loyalty. Furthermore, the influx of information on social media platforms, coupled with fierce competition lead organizations to navigate the best practices to increase their visibility and establish brand championships.

Therefore, conducting relevant and creative corporate advertising that reflects a brand's personality, values, and voice is indispensable in building trust and differentiating it from competitors, making it the preferred and optimal choice for its target audiences.

However, with this amount of opportunity for a company to stand out, there are numerous challenges. The large volume of content on social media means that companies must constantly look for consumer's attention. Standing out in this crowded space requires a deep understanding of one's market, competitors, and industry trends.

This is where benchmarking emerges as an indispensable strategy. Benchmarking can be categorized into two major types: formal and informal. Formal benchmarking is structured and systematic encompassing various approaches such as competitive, functional, and internal benchmarking. Informal benchmarking, on the other hand, is less structures and often involves casual observations and comparisons.

By employing these types of benchmarking, companies can determine what works and what doesn't in the field of corporate advertising on social media. Organizations can learn from the

## **Chapter 1: Problem statement, research significance and conceptual framework**

---

success of corporate advertising efforts in other companies to enhance their brand positioning on social media platforms.

Establishing a brand championship necessitates a profound understanding of how benchmarking works and how to apply it in the field of corporate advertising. This necessity leads to the purpose of this research and its questions.

The purpose of this research is to gain an understanding of benchmarking and its relation with corporate advertising in NCA-Rouiba within social media platforms. As such, the research addresses the following pivotal question:

### **How does Benchmarking influence NCA-Rouiba's Corporate Advertising in the Social Media Landscape?**

Sub-questions have been developed to reach an understanding of this overall problem.

RQ1. What is Benchmarking?

RQ2. What is corporate advertising?

RQ3. What are the current practices of benchmarking for corporate advertising in NCA-Rouiba within social media platforms?

RQ4. What challenges and limitations are associated with the use of Benchmarking for corporate advertising in NCA-Rouiba?

### **1.2 Research motivations**

- a) The widespread adoption of benchmarking among businesses to conduct creative and effective corporate advertising.
- b) The lack of open discussion surrounding the usage of benchmarking within Algerian enterprises.
- c) A lack of previous studies and field research regarding benchmarking practices for corporate advertising in Algeria.

### **1.3 Research importance and contribution**

This research derives its significance from the widespread adoption of benchmarking among businesses seeking to conduct creative and effective corporate advertising. The research addresses the absence of open discussions regarding benchmarking practices among Algerian enterprises. Furthermore, it seeks to normalize the acceptance of benchmarking among Algerian organizations, acknowledging its legitimacy for enhancing their image.

The research aims to shed light on ethical considerations associated with the use of benchmarking for corporate advertising, such as the risk of plagiarism and the potential loss of the brand identity. In doing so, it contributes to the establishment of a framework for responsible and ethical benchmarking practices.

### **1.4 Research aims**

- a) Define the meaning of benchmarking, trace its historical roots, and evolution.
- b) Explore existing practices of Benchmarking employed by NCA-Rouiba for their corporate advertising in the social media landscape.
- c) Identify the challenges associated with the use of benchmarking for corporate advertising in NCA-Rouiba.
- d) Address field research limitations arising from the lack of open discussions about benchmarking practices among Algerian enterprises.

### **1.5 Conceptual Framework**

#### **a) Benchmarking**

**Dictionary definition:** the Cambridge English dictionary defines it as the act of measuring the quality of something by comparing it with something else of an accepted standard.<sup>1</sup>

**Procedural definition:** Benchmarking is the continuous process of comparing a company's metrics, strategies, products, and practices with those of the world leaders and best organizations. The aim is to learn from their practices and processes and create strategies for improvement.<sup>2</sup>

**Operational definition:** Benchmarking is a technique widely used by businesses that aim at improving their overall performance. By selecting suitable benchmarks and collecting relevant qualitative and quantitative data, NCA-Rouiba uses its findings to adopt the best practices. In the public relations field, NCA Rouiba benchmarks the corporate advertising practices of leading companies to cultivate a positive brand image.

#### **b) Corporate Advertising**

**Dictionary definition:** advertising of an entire corporation rather than its products and services.<sup>3</sup>

**Procedural definition:** corporate advertising is a public relations tool that aims at promoting the overall awareness of a company to enhance its image among a target audience, the scope of corporate advertising includes two goals; creating a positive image of the firm and communicating the firm's views on social and environmental issues.<sup>4</sup>

**Operational definition:** corporate advertising is a tool that aims at creating a positive and unique image of NCA-Rouiba differentiating it from competitors. This technique involves multiple practices such as launching CSR initiatives as well as organizing events and sharing content on social media platforms.

---

<sup>1</sup> **The Cambridge English dictionary: meanings and definitions, electronic dictionary**, Cambridge University Press, <https://dictionary.cambridge.org/dictionary/english/benchmarking?q=benchmarking+> , consulted on December 12, 2023, at 18:40.

<sup>2</sup> Dragolea Larisa Loredana & Cotirlea Denisa, **Benchmarking- A Valid Strategy for the Long Term**, Annales Universitatis Apulensis Series Oeconomica, 2009, VOL 2, N11, p 813.

<sup>3</sup> Danesi Marcel, **Dictionary of Media and Communications**, Armonk, New York: M.E.Sharpe, 2009, p 79.

<sup>4</sup> Taskiran Nurdan Oncel & Yilmaz Recep, **Handbook of Research on Effective Advertising strategies in the Social Media Age**, Hershey PA, USA : IGI Global, 2015, p 198.

### c) **Social Media**

**Dictionary definition:** The Oxford Dictionary of Media and Communication defines it as a genre of communications media that enables social interaction among groups of people, whether they are known to each other or strangers, localized in the same place, or geographically dispersed.<sup>1</sup>

**Procedural definition:** Embedded in the web 2.0 revolution, which emphasizes interactivity and collaboration; social media can be defined as a collection of web applications allowing users to create and share diverse content.<sup>2</sup>

**Operational definition:** Social media encompass web applications that empower NCA-Rouiba to engage with their audiences through content creation on Facebook, Instagram, Tik Tok, and LinkedIn and responsive interaction with comments and messages to enhance engagement and brand awareness. Additionally, social media enables NCA-Rouiba to monitor competitors' online performance.

---

<sup>1</sup> Chandler Daniel & Munday Rod, *A Dictionary of Media and Communication*, (1 ed.), Oxford University Press, 2011.

<sup>2</sup> Gomez-Vasquez Lina & Soto-Vélez Ivette, *Social Media as a Strategic Tool for Corporate Communication*, Revisita Internacional De Relaciones Publicas, 2011, VOL 1, N2, p 161.

### **1.6 Previous studies**

In order to establish an understanding of the research topic, four pertinent studies are chosen. The first two studies examine the concept of benchmarking, its application, and barriers. Subsequently, the following two studies address corporate advertising, exploring its effectiveness in brand image enhancement.

#### **a) First study**

A Field Experiment on the effects of Benchmarking and Goal Setting on Company Sales  
Performance

By Leon Mann, Danny Samson, and Douglas Dow, 1998

#### **Purpose**

The initial purpose of this paper is to examine whether Benchmarking contributes to sales increase in an electrical wholesale company.

#### **Abstract**

The effectiveness of internal benchmarking and goal-setting was studied through an experiment at an electrical products distribution company. In this experiment, 138 branches of the company were randomly assigned to one of four groups: benchmarking, “small-wins” goal setting, “big-bang” goal-setting, or a control group. Benchmarking involves comparing performance against industry standards or similar companies. Small-wins goal-setting focuses on achieving small manageable goals. Big-bang goal-setting sets ambitious, large scale goals for significant changes. The control group refers to “business as usual”. In this study some branches were chosen to be in the control group, meaning they did not receive any new strategies or interventions; they continued operating normally without any changes. The experiment used a before-and-after design to measure the changes. The main outcome measured was the percentage increase in sales performance over a period of four months.

#### **Findings**

- Benchmarking is effective in improving performance.
- Comparing performance against other branches and learning about the best practices, along with setting and evaluating goals, play a significant role in the success of benchmarking.

**Relevance to the research**

**Table (1):** First study relevance to the research

Commonalities	Differences	Contribution
<p><b>Research variable:</b> both studies focus on benchmarking, emphasizing its significance for continuous improvement.</p>	<p><b>Dependent variable:</b> while the study examines the effects of benchmarking on the sales percentage of an electrical wholesale company, our research investigates the impact of benchmarking on NCA-Rouiba’s corporate advertising in the social media landscape.</p> <p><b>Data collection method:</b> The study employs experimental investigation on an electrical wholesale company to determine the effectiveness of a benchmarking as a managerial tool in sales increase, while our research utilizes a case study focusing on NCA-Rouiba’s benchmarking practices and their impact on corporate advertising in the social media landscape.</p>	<p>The study serves as a foundational resource for our literature review, providing knowledge about the concept of benchmarking. It highlights the use of benchmarking in a tangible context.</p>

## **Chapter 1: Problem statement, research significance and conceptual framework**

### **b) Second Study**

Barriers to the practice of benchmarking in South African restaurants.

Descriptive quantitative study on a large sample of South African restaurants.

By Carina Cleyhans and Joseph Roberson. 2017

#### **Purpose**

The main purpose of the study is to determine the barriers to benchmarking use in independent full-service restaurants in South Africa.

#### **Abstract**

The study deployed a descriptive, quantitative research design that involved emailing a questionnaire to 2699 restaurants, where only 109 respondents returned fully completed sheets. Analysis of data was done using IBM SPSS V20 which is a comprehensive system for analysing data and generating tabulated reports, trends, and statistical analyses.

#### **Findings**

- 43% of respondents had never done benchmarking.
- 5.5% of respondents considered themselves highly knowledgeable about benchmarking.
- Respondents thought that the most significant barriers to benchmarking were difficulties with obtaining exemplar (benchmarking partner) best practice information as well as adapting the anomalous (own) practices to derive benefits from best practices.

#### **Relevance to the research**

**Table (2):** Second study relevance to the research

<b>Commonalities</b>	<b>Differences</b>	<b>Contribution</b>
<b>Research variable:</b> both studies focus on benchmarking, examining its terminology, challenges, and barriers associated with its implementation.	<b>Data collection method:</b> the study employs a quantitative research method, utilizing a questionnaire to assess the extent to which benchmarking is applied in South African	The study serves as a valuable resource for understanding the barriers to the practice of benchmarking. The questionnaire employed in the study could guide

## Chapter 1: Problem statement, research significance and conceptual framework

<b>Context:</b> both studies explore benchmarking within the African continent, highlighting the unique difficulties in applying benchmarking due to the challenges in obtaining best practice information from benchmarks.	restaurants, whereas our research utilizes a qualitative method, employing a case study to investigate how benchmarking influences Corporate advertising in NCA-Rouiba.	the interviewing process in our research.
---	---	---

### c) Third study

Institutional advertising in the context of social representation theory: the case of Coca-Cola

By Zeynep Murat Colpa.2016

#### **Purpose**

The initial purpose of the study is to examine the institutional advertising of the Coca-Cola Company in the context of social representation theory.

#### **Abstract**

By examining a sample of 03 Coca-Cola ads broadcasted in Turkey; some symbolic elements that align with the country where the ad is broadcasted are found. The common thing between these ads is that Coca-Cola shows how it has a place in the daily life of individuals by showing videos and images without the word Coca-Cola.

#### **Findings**

- Institutions do not use advertisement to increase sales but also to be distinguished from their rivals and enhance their brand image.
- Institutions use basic mechanisms of social representation theory in their corporate advertisement practices.

### Relevance to the research

**Table (3):** Third study relevance to the research

Commonalities	Differences	Contribution
<b>Research variable:</b> both studies focus on corporate advertising messages, aiming to distinguish organizations from their rivals through strategic communication.	<b>Data collection method:</b> the study employs discourse analysis on 03 Coca-Cola ads to extract symbolic elements and understand how organizations can become representatives of the symbols and culture of a specific country. In contrast, our research utilizes a case study, relying on multiple interviews, documentation, and direct observation to explore the corporate advertising of NCA-Rouiba Company within the social media landscape.	The study offers valuable information about how organizations can leverage corporate advertising to become representatives of the symbols and culture of a specific country, highlighting the broader implications of corporate advertising beyond simply promoting products and services.

#### d) Fourth study

Corporate advertising as an inoculation against negative news.

An experimental investigation of efficacy and presentation order effects.

By Kartik Pashupati, Laura Arpan, and Alexandre Nikolaev. 2002

#### **Purpose**

The purpose of this study is to investigate if corporate advertising could immunize a company's reputation and audience from the impact of negative news stories about the organization.

## Chapter 1: Problem statement, research significance and conceptual framework

### Abstract

An experiment was conducted on a group of students to test if a corporate ad of Walt Disney could inoculate an audience with initially positive attitudes toward the company against a negative news report about Walt Disney. The corporate ad featured a made-up scholarship program for college students funded by Walt Disney. The ad was crafted to foster the image of Walt Disney as a company that supports educational scholarships because it believes in ordinary college students.

### Findings

- Study participants exposed only to a negative news report had more positive attitudes toward the organization than participants who saw the news report in addition to the corporate advertisement.
- Initial attitudes are found to be the strong determinates of final attitudes toward the organization.

### Relevance to the research

**Table (4):** Fourth study relevance to the research

Commonalities	Differences	Contribution
<b>Research variable:</b> both studies focus on corporate advertising and its role in enhancing a brand's image, particularly during crisis moments when negative news may threaten the organization's reputation.	<b>Data collection method:</b> the study employs experimental investigation on a group of students to determine their attitudes toward Walt Disney, while our research utilizes a case study approach focused on NCA-Rouiba itself.	The study highlights the critical role of corporate advertising in immunizing organizations against negative news. Given NCA-Rouiba's potential vulnerability to negative rumors and backlash, corporate advertising can be leveraged to create positive attitudes toward the company.

### **e) Value and essence of previous studies**

Through the review of previous studies about benchmarking and corporate advertising, a notable absence of research linking the two variables is observed. Existing research associates benchmarking mainly with management and marketing rather than corporate advertising.

Additionally, previous studies indicate a strong correlation between benchmarking practices and tangible aspects within various industries. Whether it's sales increase, or quality improvement, benchmarking is consistently linked with measurable outcomes.

While tangible metrics are easier to measure, it's essential to recognize the significance of intangible factors in benchmarking. Corporate advertising, for instance, plays a pivotal role in shaping brand image and customer perceptions, yet its evaluation in benchmarking studies is absent.

An evident gap exists not only in the literature but also in field research due to companies being reticent about their benchmarking activities. This emphasizes the necessity for this research to fill these voids. The knowledge gained from the previous studies we have reviewed plays a crucial role in constructing the theoretical framework of the research.

## **Chapter 2**

# **Literature Review**

### Opening

To investigate how NCA-Rouiba utilizes benchmarking for corporate advertising, a thorough review of the current literature was conducted. This chapter is divided into four sections: the first addresses previous work and models on benchmarking. The second focuses on corporate advertising and its role in brand “championship” in the context of social media, the third presents the research underpinning theory, its essence, and relevance to the research context and the fourth demonstrates a visualization of the research theoretical framework.

## 2.1 Benchmarking theoretical framework

### 2.1.1 Benchmarking: the what and the for what

Benchmarking is defined in various ways in the literature. Robert C. Camp a leading benchmarking pioneer defines it as: “*the search for industry best practices that lead to superior performance*”<sup>1</sup>. David T. Kearns, former CEO of Xerox Corporation describes it as “*the continuous process of measuring products, services, and practices against the toughest competitors or those companies recognized as industry leaders*”<sup>2</sup>.

According to The American Productivity and Quality Center (APQC), benchmarking is: “*the process of continuously comparing and measuring against other organizations anywhere in the world to gain information on philosophies, policies, practices, and measures which will help our organization take action to improve its performance*”.<sup>3</sup>

From these definitions, it’s evident that benchmarking is not a one-time activity but a “continuous process” involving structured activities aimed at achieving specific outcomes. This process entails comparing an organization’s strategy, metrics, and operations with

---

<sup>1</sup> Camp Robert C, **A bible for benchmarking by Xerox**, Financial Executive, 1993, Vol.9, Issue 4.

<sup>2</sup> Stapenhurst Tim, **The Benchmarking Book**, (1. Ed), Linacre house, Jordan Hill, Oxford: Elsevier Ltd, 2009, p 4.

<sup>3</sup> Zairi Mohamed, **Benchmarking for best practice : the power of its adoption and the perils of ignoring its use in a modern business environment**, Pakistan’s 9<sup>th</sup> International Convention on Quality Improvement, 2005, p 8.

## **Chapter 2: Literature review**

---

competitors or industry leaders for the purpose of learning from these practices by gathering information and using that knowledge to improve its own performance.

NCA-Rouiba, an Algerian company specializing in beverages, nectars, and juices, is committed to constant improvement through learning. They aim to excel and lead their industry by adopting the best practices.

According to Stapenhurst (2009), benchmarking consists of two main aspects: <sup>1</sup>

- a) Comparison of practices and processes to determine the gap between the organization and the “best”.
- b) Studying how the “best” achieved excellence and then adapting and adopting their processes.

Benchmarking does not only involve comparison between two firms but can be conducted across divisions that carry similar operations within the same organization. The purpose of benchmarking is to identify factors and methods used by others to achieve higher levels of efficiency.<sup>2</sup>

The need to compare in order to evaluate one’s own performance is not purely linked to businesses but to human beings too. People often compare themselves with others because social comparison provides information for self-evaluation<sup>3</sup>. For instance, a student often compares his/her dissertation writing progress with his/her classmates to make sure that he/she is not falling behind or forgetting an important research step.

Festinger’s 1954 social comparison theory suggests that individuals compare themselves with others to get a better idea about their abilities. Therefore, competitiveness is a result of social comparison and it generates an individual desire to achieve or maintain a superior relative position.<sup>4</sup>

---

<sup>1</sup> Stapenhurst Tim, *The Benchmarking Book, (2<sup>nd</sup> ed), Linacre house, Jordan Hill, Oxford*: Elsevier Ltd, 2009, p 18.

<sup>2</sup> Sammut-Bonnici Tanya, *Benchmarking, extracted from (Wiley Encyclopaedia of Management)*, edited by Professor Sir Cary L Cooper, John Wiley & Sons, Ltd, 2014.

<sup>3</sup> Miller Monica K & Reichert Jenny, *Social Comparison Theory*, extracted from ( The Blackwell Encyclopaedia of Sociology), edited by Ritzer George, John Wiley and sons, Ltd, 2015, p 1.

<sup>4</sup> Garcia Stephen M, *The Psychology of Competition: A Social Comparison Perspective*, NDLScholarship, 2013, p 4.

## Chapter 2: Literature review

---

In psychology, competition or rivalry is viewed as a continuous hunt for power, love, wealth...etc. The willingness to compete varies from one individual to another, many studies show that people who are more competitive are more successful than people who are less competitive.<sup>1</sup> In today's global economy, competitiveness remains pivotal at the firm level to survive and maintain superiority and sustainability. Organizational competitiveness refers to the capacity to resist competitors and achieve higher performance levels<sup>2</sup>.

Many people think that benchmarking and competitive intelligence are the same. The two are related but distinct. While benchmarking focuses on comparing processes to identify improvement areas, CI involves gathering, and analysing information about competitors and market dynamics to inform decision-making. We can say that CI is a pivotal component of any benchmarking process. According to Zairi and Leonard (1996), benchmarking is used at two levels:<sup>3</sup>

- a) **At the strategic level:** benchmarking is used to determine standards for performance in key areas that align with the organization's strategic goals such as customer satisfaction, employee motivation, market share, and return on assets.
- b) **At the operational level:** benchmarking is employed to identify and understand the daily practices that contribute to achieving the strategic goals of a company. This allows organizations to learn from successful approaches and implement them to improve their performance. In essence, it involves studying successful methods and adapting them for one's own benefit.

In the case of NCA-Rouiba, since joining the Castel Group in 2020, the latter has been heavily involved at the strategic level, making decisions and setting long-term goals. Meanwhile, NCA-Rouiba Company has taken responsibility at the tactical and operational level, handling day-to-day activities and processes contributing to the attainment of Castel Group's strategic goals.

---

<sup>1</sup> Buser Thomas & Oosterbeek Hessel, **The Anatomy of Competitiveness**, IZA Institute of Labor Economics, 2023, p 2.

<sup>2</sup> Zuniga-Collazos Alexander, Castillo-Palacio Marysol & Padilla-Delgado Lina Marcela, **Organizational Competitiveness : The Conceptualization and its Evolution**, Journal of Tourism and Hospitality Management, Vol.7, No.1, 2019, p 207.

<sup>3</sup> Zairi Mohamed & Leonard Paul, **Practical Benchmarking: The Complete Guide**, ( 1<sup>st</sup> ed), Chapman & Hall, 1996, p 26.

### 2.1.2 Benchmarking roots and history: from surveying to business

Benchmarking is the present participle of the verb “to benchmark”, and its noun form is “benchmark”. The verb “to benchmark” involves the action of comparing processes and operations whilst the noun “Benchmark” refers to the source or the reference against which one compares the area being researched”<sup>1</sup>.

The term was used in 1842 to describe the practice of surveyors using “benchmarks”; physical markers made in stone structures with known elevations, as points of reference. Surveyors employed benchmarks when they were gathering information about the terrain, distances, and physical features<sup>2</sup>.

The term was adopted later by the management community because different companies started employing benchmarks too. However, this time it wasn’t to determine the elevation of their competitors’ buildings but to determine their successful practices and processes and then use them as a reference to learn from them.

The practice of benchmarking in businesses began in the late 1970’s by Xerox Corporation. During this period, Xerox was facing a competitive crisis that resulted in a big loss of its market share to its Japanese competitors. David T. Kearns the CEO of Xerox at that time found out that the average manufacturing cost of copiers in Japanese companies was 40-50% of that of Xerox.

Another discovery was that American consumers preferred purchasing products from Xerox’s Japanese competitors too. Xerox managers found out that Japanese companies were able to deliver low-cost products with high quality. In an attempt to reduce this huge loss, Kearns launched the “Leadership through Quality” program. This initiative encompassed three processes: quality, problem-solving, and benchmarking.<sup>3</sup>

Xerox collected data on key processes of its Japanese competitors by visiting their foreign affiliate in Japan, Fuji Xerox. Their findings were leveraged to identify improvement areas. Xerox identified ten key factors which were: customer marketing, customer engagement,

---

<sup>1</sup> Doyle Charles, *A Dictionary of Marketing*, (4<sup>th</sup> ed), Oxford University Press, 2011.

<sup>2</sup> Zairi Mohamed & Leonard Paul, *Practical Benchmarking: The Complete Guide*, ( 1<sup>st</sup> ed), Chapman & Hall, 1996, p 22.

<sup>3</sup> Camp Robert C, A bible for benchmarking by Xerox, *Financial Executive*, 1993, Vol.9, Issue 4.

## Chapter 2: Literature review

---

order, product maintenance, billing and collection, financial management, asset management, business management, human resource management, and information technology. Those key factors were then divided into 67 sub-processes. Xerox started comparing each of those processes with their Japanese competitors.<sup>1</sup>

Benchmarking worked so well for Xerox, so developing benchmarking activities became one of Xerox's main priorities. Soon, benchmarking in Xerox Company evolved from being a solving-crisis tool to a frequently-used practice even at times when Xerox was not facing a crisis.

In the early 1980s, Xerox introduced a new way of benchmarking. Instead of comparing its strategies and processes with companies that operate in the same industry like IBM, KODAK, or Cannon, the benchmark was L. L. Bean Company: a mail-order supplier of sporting goods and outdoor clothing. Xerox managers chose this company because they saw that it delivers its orders three times faster. Xerox managers reached this conclusion by referring to magazines and trade journals, as well as attending a conference at which some of L. L. Bean's executives spoke, and then ended up by calling them and asking them about their productivity rate.<sup>2</sup>

Following the success of benchmarking initiatives in several companies, studies regarding this new management tool finally took off in the early 1990's. Many commentators, scholars, and trainers started publishing books, articles, and training manuals about benchmarking.

Robert.C.Camp, a manager who was heavily involved in benchmarking at Xerox company wrote the first book about benchmarking titled: "Benchmarking: the search for industry best practices that lead to superior performance" in 1989.<sup>3</sup>

Camp founded the Global Benchmarking Network in 1994. The GBN comprises more than 25 benchmarking centers from 05 continents. Its main goal is to promote the use of benchmarking and acknowledge its legitimacy.<sup>1</sup>

---

<sup>1</sup> Dragolea Larisa Loredana & Cotirlea Denisa, **Benchmarking- A Valid Strategy for the Long Term**, Annales Universitatis Apulensis Series Oeconomica, 2009, VOL 2, N11, p 822.

<sup>2</sup> Camp Robert C, **A bible for benchmarking by Xerox**, Financial Executive, 1993, Vol.9, Issue 4.

<sup>3</sup> Stapenhurst Tim, **The Benchmarking Book**, (2<sup>nd</sup> ed), Linacre house, Jordan Hill, Oxford: Elsevier Ltd, 2009, p 10.

## Chapter 2: Literature review

---

The theory and the practice of benchmarking have rapidly expanded. In the following years, several actors started offering products and services aimed at assisting organizations with benchmarking processes. Benchmarking popularity witnessed a huge growth which is unusual in comparison with other management techniques that follow a “fad cycle” starting from emergence to popularity to decline.<sup>2</sup>

Benchmarking methodologies keep evolving, and technology plays a huge role. Today, information technology and new communication channels are leveraged in order to assist organizations with their benchmarking process. Many types of software are developed as well to gather, analyse and interpret benchmarking data.

In Algeria, the transition from an economy primarily characterized by central planning and state control to a market economy; has subjected Algerian businesses to fierce competition. A study conducted by Makdoud and Ouachrine (2016) investigated the state of benchmarking practice in Algeria. The survey results led to the conclusion that there is a lack of mastery of the benchmarking process despite the Algerian managers’ willingness to invest in the continuous improvement of their companies through benchmarking<sup>3</sup>.

### 2.1.3 Benchmarking taxonomy

According to Mann (2015), there are two major benchmarking types; informal and formal benchmarking. Informal benchmarking can be seen as an unorganized approach to compare one’s own processes and strategies with competitors or leading companies. It primarily comes from talking to work colleagues from the same organization or outside the organization or by simply networking with other people during special events. On the opposite side, formal benchmarking refers to a structured approach, following a specific process. It involves

---

<sup>1</sup> The Global Benchmarking Network: Vision& Mission, The GBN Official Website, <https://www.globalbenchmarking.org/index.php/about-the-network/vision-mission-values> , consulted on February 10, 2024, at 07: 51.

<sup>2</sup> Mann Robin, **The History of Benchmarking and its Role in Inspiration**, Journal of Inspiration Economy, Vol. 2, No. 2, 2015, p 133.

<sup>3</sup> Mekdoud Samira & Ouacherine Hassane, **L’état Des Lieux De La Pratique Du Benchmarking En Algérie** (the state of benchmarking practice in Algeria), La Revue des Sciences Commerciales, Vol.15, No.1, 2016, p 81.

## Chapter 2: Literature review

---

gathering data, analysing them then making decisions based on the findings and executing improvements.<sup>1</sup>

In an article titled: “*A bible for Benchmarking*”, Camp identifies four major types of benchmarking: internal, functional, generic, and competitive.<sup>2</sup> Internal benchmarking takes place within large companies with various departments and functions, including multiple marketing departments, social media teams, distribution centers, and other units. It involves comparing the performance and practices of these different units or departments within the same organization to identify best practices and areas for improvement.

Competitive benchmarking focuses on comparing processes and performances with direct competitors in the same industry. In this type, the organization is going to change its process or structure to look more like its competitor.

Functional benchmarking involves comparing processes with organizations that are not direct competitors but have similar functions or processes. This type fosters cross-industry learning and enables organizations to enhance their competitiveness.

Generic benchmarking also known as best practice benchmarking involves comparing processes with organizations from different industries to identify innovative practices that can be adopted within one’s own organization. The focus is on determining the best practices regardless of industry boundaries.

The difference between the last two types is that functional benchmarking looks at organizations with similar functions or processes regardless of the industry to learn from them, whilst generic benchmarking looks at organizations from any industry to identify the best and innovative practices that could be implemented and applied.

Dragolea and Cotirlea (2009) add more specific types including “strategic benchmarking” which aims at studying the long-term strategies that helped organizations to succeed and

---

<sup>1</sup> Mann Robin, **The History of Benchmarking and its Role in Inspiration**, Journal of Inspiration Economy, Vol. 2, No. 2, 2015, p 135.

<sup>2</sup> Camp Robert C, **A bible for benchmarking by Xerox**, Financial Executive, 1993, Vol.9, Issue 4.

“process benchmarking” which focuses on daily practices and processes rather than strategies.<sup>1</sup>

### 2.1.4 Benchmarking process and methodology

A successful benchmarking project depends on following a process; a series of steps to follow from determining what to benchmark to analysing the findings and leveraging them to locate improvement areas. However, there is not a process that can fit all the organizations. Each case is different; therefore organizations must be able to adapt the benchmarking process to fill their requirements.<sup>2</sup>

The most common process followed by many companies is Xerox’s benchmarking model. It involves ten steps categorized under five stages: planning, analysis, integration, action, and maturity.

A model is different than a theory. This latter is more complex and deals with constructs and concepts with high levels of abstraction. Theories aim at explaining or predicting a phenomenon whilst a model can be referred to as a representation or a schema; it includes a process based on a given set of inputs. Models help visualize variables and relationships in systems.<sup>3</sup>

#### a) Xerox’s benchmarking model

##### Stage 1: Planning

Leadership and management teams will decide what activity or process to be compared. The decision of what to benchmark must be driven by an organization’s critical success factors. When Xerox was facing a competitive crisis, its managers saw that the photocopier

---

<sup>1</sup> Dragolea Larisa Loredana & Cotirlea Denisa, **Benchmarking- A Valid Strategy for the Long Term**, Annales Universitatis Apulensis Series Oeconomica, 2009, VOL 2, N11, p 815.

<sup>2</sup> Stapenhurst Tim, **The Benchmarking Book**, (2<sup>nd</sup> ed), Linacre house, Jordan Hill, Oxford: Elsevier Ltd, 2009, p 50.

<sup>3</sup> Bhattacharjee Anol, **Social Science Research: Principles, Methods, and Practices**, (2<sup>nd</sup> ed), Digital Commons, University of South Florida, 2012, p 14.

## **Chapter 2: Literature review**

---

manufacturing process needed improvement; therefore they decided to compare this process with their Japanese competitors.<sup>1</sup>

Planning also includes identifying suitable benchmarks; an organization must determine whether it is going to compare its processes with divisions or affiliates within the same organization, with its competitors, or with a company outside of its industry. For Xerox Company, the management team chose multiple benchmarks starting from their Japanese competitors who were operating in the same field to companies like Toyota, and L.L.Bean<sup>2</sup>. We notice that benchmarking does not only involve comparison with firms in the same industry but can be conducted with any firm that owns “the successful process” that a company is looking to improve.

Next, the organization must develop the appropriate data collection techniques. Data collection aims towards understanding the factors that contribute to elaborating the best practices. A pronged data collection approach that involves formal and informal techniques is necessary to obtain a lot of data.<sup>3</sup>

### **Stage 2: Analysis**

By evaluating differences and discrepancies between one’s own processes and practices with those of the benchmark, an organization can identify improvement areas. The analysis also includes anticipating the state of this gap over time based on various factors such as trends, technological advancements, and changes in legislation<sup>4</sup>.

### **Stage 3: Integration**

This stage involves setting necessary goals based on benchmarking findings, to attain the best performance, and then integrating these goals into the company planning processes.<sup>5</sup>

---

<sup>1</sup> Bhutta M. Khurram S & Huq Faizul, **Benchmarking- Best Practices: An Integrated Approach**, **Benchmarking**: An International Journal,1999, Vol. 6, No.3, p. 260.

<sup>2</sup> Camp Robert C, **A bible for benchmarking by Xerox**, Financial Executive, 1993, Vol.9, Issue 4.

<sup>3</sup> Bhutta M. Khurram S & Huq Faizul, **Benchmarking- Best Practices: An Integrated Approach**, **Benchmarking**: An International Journal,1999, Vol. 6, No.3, p. 259.

<sup>4</sup> Agarwal P.K, Kumar Pradeep, Kansal Mani & Kumar Manish, **Benchmarking : A Tool for Gaining Competitive Advantage** ( A Case Study of Xerox), 2011, p 6.

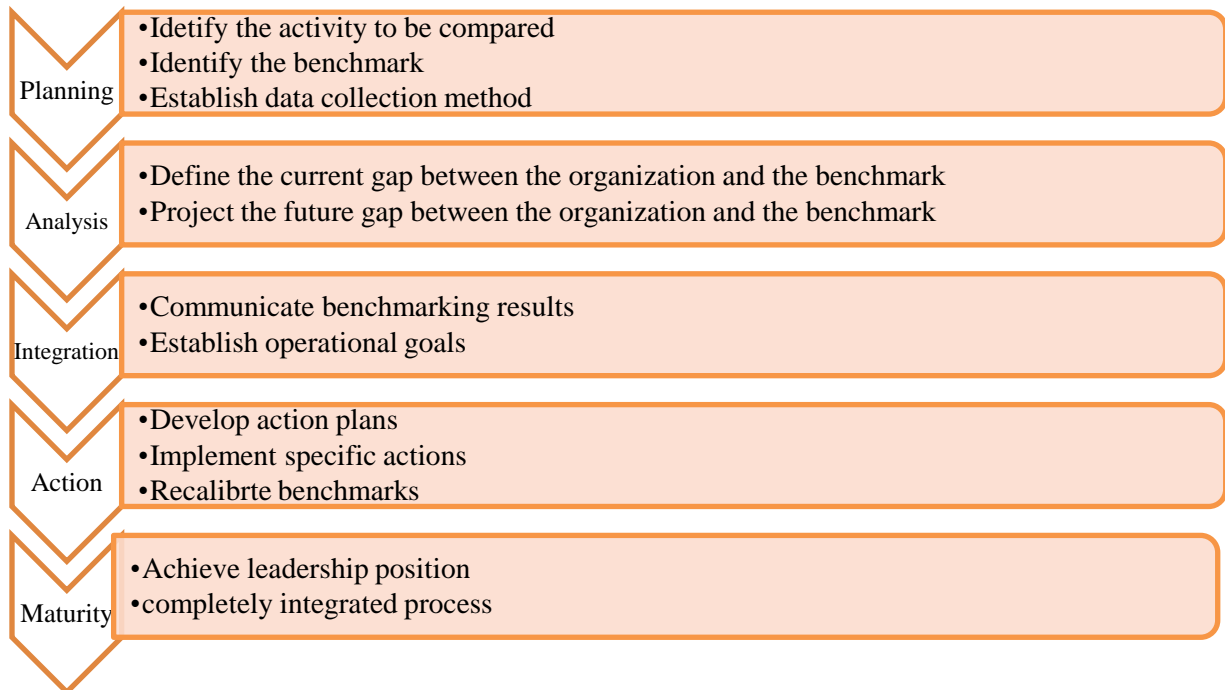
<sup>5</sup> Same reference, p 6.

### Stage 4: Action

This involves creating detailed plans showing the steps and the methods of each process. Once the action plans are developed, they are put into action to close the performance gap. As actions are implemented and the organization progresses, it's important to adjust and reassess benchmarks used for comparison to ensure they remain relevant. Recalibrating benchmarks allows for continuous improvement and adaptation.<sup>1</sup>

### Stage 5: Maturity

Benchmarking is not a once-in-a-while activity but a continuous process, this stage allows for benchmarking to be an integral part of the organization's formal management process.<sup>2</sup>



**Figure (1): Xerox Benchmarking model**

(Dragolea and Cotirlea 2009,p.815)

---

<sup>1</sup> Dragolea Larisa Loredana & Cotirlea Denisa, **Benchmarking- A Valid Strategy for the Long Term**, Annales Universitatis Apulensis Series Oeconomica, 2009, VOL 2, N11, p 821.

<sup>2</sup> Same reference, p 821.

### **b) Trade model**

Another model for best practice benchmarking involves the “TRADE” methodology. This model was initially developed by the New Zealand Benchmarking Club between 2000 and 2004. In 2007 the Centre of Organizational Excellence Research in New Zealand added significant enhancement to the methodology. In 2009, a TRADE Certificate scheme was introduced to encourage the usage and professionalism of benchmarking.<sup>1</sup>

#### **Terms of reference**

This stage involves determining the terms of references. TOR is a document that outlines the objectives of the project, the project team, the scope, and the timeline and resource requirements. This document serves as a guideline for the benchmarking project team.

#### **Research current state**

Here, the current state of the problem or the process that needs improvement is researched. A learning phase cannot start without having a complete understanding of the organization’s issues and improvement areas.

#### **Acquire best practices**

The focus is on identifying suitable benchmarks and exploring what they do differently to achieve excellence then learning from them.

#### **Deploy stage**

Benchmarking findings are communicated to leadership teams and stakeholders, and implementation occurs. The organization needs to adapt the best practices and processes to fit its own context and requirements.

#### **Evaluate stage**

The project team needs to ensure that the project has delivered the expected benefits outlined in terms of references.

---

<sup>1</sup> Mann Robin, **The History of Benchmarking and its Role in Inspiration**, Journal of Inspiration Economy, Vol. 2, No. 2, 2015, p 136-137.

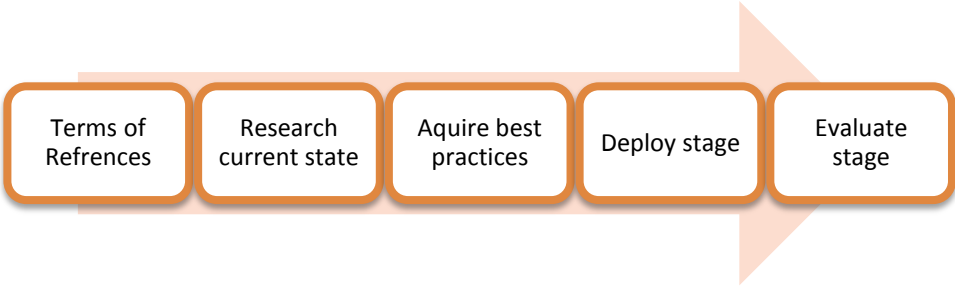


Figure (2): Trade benchmarking Model

c) Staphenhurst’s benchmarking model

In his benchmarking guide titled “The Benchmarking Book”, Staphenhurst (2009) stated three major phases. The first major phase is called internal preparation. It involves writing a benchmarking project proposal including the same elements mentioned in the first step of the TRADE model. The second major phase involves data comparison. It encompasses two tasks: the first is to recruit and work with participants to review the benchmarking project proposal whilst the second concerns data collection, validation, and report writing. The third major phase is called improvement. It begins by using the obtained information to identify improvement areas, then fills the gaps and voids by any appropriate method.<sup>1</sup>

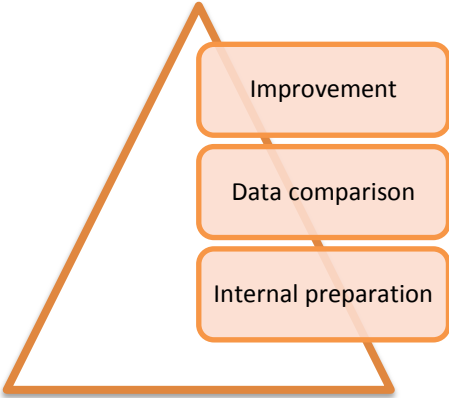


Figure (3): Staphenhurst’s benchmarking model

<sup>1</sup> Staphenhurst Tim, *The Benchmarking Book*, (2<sup>nd</sup> ed), Linacre house, Jordan Hill, Oxford: Elsevier Ltd, 2009, p 51.

Regardless of the differences in the number of steps of each model, most of them employed similar steps. It's worth highlighting that benchmarking remains theoretically underdetermined, with publications focusing on its models rather than its epistemology<sup>1</sup>.

### 2.1.5 Benchmarking toolbox for excellence

It's worth highlighting that there is a significant gap in the literature concerning benchmarking tools and methods. The reason behind this is the fact that benchmarking draws upon methods and tools borrowed from other practices. Mastering benchmarking does not only rely on knowing its process but also following a mix of tools.

#### a) Traditional benchmarking tools

##### Public domain benchmarking

This method involves gathering Data from publicly available sources such as consumer magazines, newspapers, patents, and industry reports<sup>2</sup>. The process of navigating the body of these data is called bibliometric analysis. Bibliometric analysis can be done manually or via software such as VOSviewer. This software helps create and visualize scientific maps from bibliographic data<sup>3</sup>.

##### One-to-One benchmarking

As the name indicates, it involves getting in touch with the benchmark and observing their processes and practices either by in-person meetings or site visits. The visiting company identifies its strengths and weaknesses in comparison to the host organization. However, this method presents many limitations because many organizations remain reticent about the secrets behind their success.<sup>4</sup>

---

<sup>1</sup> Moriarty John P & Smallman Clive, **En Route to a Theory of Benchmarking**, Benchmarking : An International Journal, 2009, Vol.16, No.4, p 499.

<sup>2</sup> Stapenhurst Tim, **The Benchmarking Book**, (2<sup>nd</sup> ed), Linacre house, Jordan Hill, Oxford: Elsevier Ltd, 2009, p 20.

<sup>3</sup> Kohler Kevin, **Strategic Foresight: Knowledge, Tools and Methods for the Future**, Risk And Resilience Report, Centre for Security Studies, 2021, p 20.

<sup>4</sup> Stapenhurst Tim, **The Benchmarking Book**, (2<sup>nd</sup> ed), Linacre house, Jordan Hill, Oxford: Elsevier Ltd, 2009, p 26.

### Surveys and Questionnaires

Surveys and questionnaires present a good option for organizations aiming to gather information in a structured way. The questionnaire questions should cover the process that an organization wants to benchmark; meaning they shouldn't be generic<sup>1</sup>.

### Swot analysis

This involves comparing the strengths, weaknesses, opportunities, and threats of one's organization against the benchmark. By conducting the swot analysis; an institution can identify the gap and map where change is possible<sup>2</sup>.

### b) Digital analytics tools

Digital analytics tools are a set of online platforms, applications, and databases developed for the purpose of analysis of digital marketing activities of organizations. Digital analytics tools provide insights about the benchmark follower evolution, reach and impressions, engagement, top-performing posts, and audience demographics.<sup>3</sup>

One example of such a digital analytics tool is "Socialinsider", which organizations utilize to monitor brand strategy, content management, and customer experience of other organizations. Socialinsider assists organizations in enhancing their social media strategy by providing competitive insights. Noteworthy organizations, including Honda, Beko, Brother, Volvo, and even communication agencies like TBWA utilize Socialinsider for this purpose.

However, while digital analytics tools primarily provide quantitative data, organizations must interpret these statistics to derive qualitative insights that can inform decision-making and brand strategy.

---

<sup>1</sup> Andersen Bjorn & Pettersen Per-Gaule, *The Benchmarking Handbook*, (1<sup>st</sup> ed), London: Chapman & Hall, 1996, p 58.

<sup>2</sup> Vonck, I & Notteboom, T, *A review of existing benchmarking techniques and practices*, 7<sup>th</sup> framework programme, 2014, p 16.

<sup>3</sup> Cvitanovic Petra Leonora, *Digital Marketing Benchmarks Leveraged by Marketing Analytics Tools*, Microsoft Hrvatska d.o.o, 2019, p.84.

**2.1.6 Benchmarking barriers and ethical concerns**

According to Sousa (2009), there are three categories of Benchmarking barriers:<sup>1</sup>

- a) **Organizational barriers:** obstacles within the organization that hinder the effective implementation of benchmarking practices.
- b) **Benchmarking project barriers:** obstacles related to the planning and execution of benchmarking projects.
- c) **Benchmarking data barriers:** these barriers address the availability, quality, and accessibility of benchmarking data.

To clarify the above discussion; Table 1 demonstrates a list of benchmarking barriers accompanied by examples.

**Table (5) : Benchmarking Barriers**

Categories of benchmarking barriers	Basic barriers
<b>Organizational barriers</b>	<ul style="list-style-type: none"> <li>• Resistance to change: employees may resist adopting new practices fearing disruption to their established routines.</li> <li>• Absence of an organizational culture that values learning for continuous improvement.</li> <li>• Poor communication can lead to a lack of collaboration and inefficiencies in benchmarking processes.</li> </ul>
<b>Benchmarking project barriers</b>	<ul style="list-style-type: none"> <li>• Undefined goals and objectives and poor project planning.</li> </ul>

<sup>1</sup> Sousa Paulo Amaral Rui, Barriers to internal benchmarking initiatives: an empirical investigation, Benchmarking: An International Journal, 2009, p 529.

### Benchmarking data barriers

- Lack of skilled personnel in benchmarking process, and data analysis.
- Lack of relevant data: it may be challenging to find benchmarking data that aligns with the organization's specific processes and practices.
- Non-cooperative benchmarks: organizations may be less open to sharing sensitive data with external organizations due to concerns about confidentiality and competitive advantage.

Adapted from (Sousa 2009, p. 529)

The practice of benchmarking raises legal and ethical concerns. When comparing products or practices; there's a potential risk of violating intellectual property rights, such as patents or trademarks. Furthermore, benchmarking can lead to anti-trust issues if it involves sharing sensitive information among competitors. Ethically, organizations need to take into account issues like plagiarism, where ideas and designs are copied without proper acknowledgment and the risk of weakening a company's unique brand identity through imitation.<sup>1</sup>

In response to these concerns, the International Benchmarking Clearinghouse, a service of the APQC, developed a benchmarking code of conduct in 1992. Similarly, a European version of the code was established in 1996 to align with European competition law. While these documents are not legally binding, they outline the principles of ethical and legal benchmarking.<sup>2</sup>

The key principles for ethical and effective benchmarking are legality, exchange, confidentiality, use, contact, preparation, completion, understanding, and action. The principle of legality ensures that all benchmarking activities comply with relevant laws and regulations including intellectual property laws and competition laws.

---

<sup>1</sup> De Feo Joseph A, *Juran's Quality Handbook : The Complete guide to Performance Excellence*, (7th ed), McGraw-Hill Education, 2017, p 1632.

<sup>2</sup> Same reference, p 1634.

## Chapter 2: Literature review

---

The principle of exchange promotes the honest sharing of information and best practices among participants. The principle of confidentiality emphasizes the safeguarding of sensitive data shared during the benchmarking process. The benchmarking code of conduct highlights the “responsible” use of this management tool, the respect for the corporate culture of partners, and the need for rigorous preparation for a successful benchmarking initiative. The principle of completion stands for following through with the benchmarking project and ensuring that the outcomes satisfy all parties. Lastly, understanding the benchmarking partner facilitates the benchmarking project and fosters informed decision-making that can contribute in taking action and benefiting the organization.<sup>1</sup>

In Algeria, competition laws typically focus on regulating market competition, preventing anti-competitive practices, and ensuring fair trade practices. However, benchmarking is not mentioned or regulated within the framework of competition laws. Therefore, there may be a lack of specific provisions or guidelines related to benchmarking practices in Algerian competition legislation.

---

<sup>1</sup> Turnaround Industry Network Conference, **The Benchmarking Code of Conduct**, PDF, <https://www.tinconference.com> , consulted on February 16, 2024, at 06:30.

### 2.2 Corporate advertising theoretical framework

#### 2.2.1 Corporate advertising: the cry for a positive image and brand championship

Corporate advertising, also known as institutional advertising, serves as the face and the voice of a corporation. Unlike product or service-focused advertising which promotes specific offerings, corporate advertising focuses on promoting the overall reputation and values of the enterprise itself. This form of advertising is considered as one of the most controversial public relations tools due to its intangible nature which makes measuring its impact difficult.<sup>1</sup>

Delving into this concept necessitates a profound understanding of what “corporate” and “advertising” mean individually. Advertising persuades people to buy products or services through mass communication, while corporate describes anything relating to an organization. Together, they refer to actions that promote an enterprise rather than its products and services.

NCA-Rouiba is considered as one of leading companies when it comes to corporate advertising. The top management uses this tool to present NCA-Rouiba as a responsible corporate citizen. This contributes to acquiring a positive corporate image, attracting desirable personnel, protecting its business during a crisis, and differentiating it from competitors.

Page and Fearn (2005) argue that the way an organization is perceived can have a huge impact on its performance. Research suggests that the most important stakeholder group for any business: consumers; take into consideration the firm’s values and commitment to society when making purchasing decisions.<sup>2</sup>

#### 2.2.2 Corporate advertising history

Corporate advertising traces back to the mid-20<sup>th</sup> century in the United States, when industrialization led to the rise of large corporations that began recognizing the impact of branding and brand management as well as the emergence of mass media channels such as

---

<sup>1</sup> Maitland Angus, *Corporate advertising*, extracted from (Strategic Public Relations), Hart Norman A, (1<sup>st</sup> ed) Houndmills, Basingstoke, Hampshire: Macmillan Press LTD, 1995, p 141.

<sup>2</sup> Graham Page & Fearn Helen, *Corporate Reputation: What Do Consumers Really Care About?*, Journal of Advertising Research, 2005, p 305.

## Chapter 2: Literature review

---

radio, television, and print publications, which became key platforms for corporate advertising. One of the earliest documented practices of corporate advertising comes from the American Telephone and Telegraph Company (AT&T).<sup>1</sup>

AT&T's corporate advertising campaign, often referred to as the "Reach Out and Touch Someone" campaign, aimed to reshape public perception of AT&T as more than just a telecommunication provider but also as a company that facilitates meaningful human connections. The campaign featured heart-warming commercials showcasing emotional moments of people connecting with loved ones over the phone, emphasizing the power of communication to strengthen relationships.

This new form of advertising, aimed at humanizing AT&T and portraying it as a company dedicated to connecting people and fostering meaningful relationships was not done without purpose. In fact, AT&T struggled with fierce competition. Theodore N. Vail, president of AT&T believed that permitting two phone companies to duplicate facilities in the same town was wasteful and that the telephone should be a monopoly like water and natural gas distribution. Therefore, he turned to the "N.W.Ayer & Son" advertising agency and authorized the use of corporate advertising as a strategic tool to change public perception toward the company by gaining their trust and support of the monopoly.

As a result, "Reach Out and Touch Someone" became an iconic slogan associated with AT&T's commitment to fostering connections through its services. AT&T became one of the industry's most consistent national corporate advertisers. After the success of AT&T's corporate advertising, dozens of corporations started going to the public with non-product messages.<sup>2</sup>

Corporate advertising grew bigger due to the increase of public attention to negative externalities of economic production. Economic growth led to social and environmental problems such as pollution, discrimination, unsafe workplaces, poor product quality, and so

---

<sup>1</sup> Griese Noel L, **AT&T : 1908 Origins of the Nation's Oldest Continuous Institutional Advertising Campaign**, Journal of Advertising, Vol.6, No.3, 1977, p 18.

<sup>2</sup> Same reference, p 20-22.

on. Corporations responded by adopting the concept of “corporate social responsibility” which soon became dominant in business and in literature<sup>1</sup>.

CSR is an essential component of corporate advertising; it invokes the process whereby companies integrate social and environmental concerns in their business operations and in their interaction with their environment. Corporate advertising was introduced this time to reach activist groups and the general public to showcase an organization’s efforts in community development and ethical business practices. <sup>2</sup>

Attributing human qualities to a brand has become an obligation across the globe to gain a competitive advantage and garner target audience trust. This approach was crucial because consumers were seeking emotional connections with brands.

In Algeria, public and private enterprises caught up on the corporate advertising movement. NCA Rouiba adopted it as a strategic tool to enhance its brand visibility and engage with its target audiences. However, there is a significant gap in literature and field research regarding the usage of corporate advertising in Algeria.

In the present time, Businesses are leveraging social media platforms to deliver their corporate advertisements and connect with their target audiences. Thanks to the advent of social media platforms; “Customer-brand relationship” is developed. Individuals can share their experiences related to the corporation which can benefit the organization and increase its competitive advantage. <sup>3</sup>

### 2.2.3 Corporate Advertising Taxonomy

There are two major types of corporate advertising: image advertising and issue or advocacy advertising. While the first type focuses on creating images in the minds of target audiences; the second type is more concerned with promoting an organization’s opinion vis-à-vis social issues.

---

<sup>1</sup> McLeod Douglas M & Kunita Motoko, **A Comparative Analysis of the Use of Corporate Advertising in the United States and Japan**, International Journal of Advertising, 2015, p 138.

<sup>2</sup> Crowther David & Aras Guler, **Corporate Social Responsibility**, (1<sup>st</sup> ed), Ventus Publishing ApS, 2008, p 11.

<sup>3</sup> Aktan Ercan & Ozupek M.N, **Corporate advertising at the age of social media**, extracted from (Handbook of Research on Effective Advertising strategies in the Social Media Age), Taskiran Nurdan Oncel & Yilmaz Recep, Hershey PA, USA : IGI Global, 2015, p 204.

## Chapter 2: Literature review

Image advertising involves employing various messages to achieve diverse objectives including enhancing goodwill, soliciting donations, attracting investors, and recruiting employees. On the other hand, Issue or advocacy advertisement involves advocating for specific positions on issues relevant to the organization, its industry, or business in general and countering negative news coverage about the organization.<sup>1</sup>

Aktan and Ozupek (2015) added another type which is financial relationship advertising. This type of corporate advertising involves promoting the financial power of a corporation to attract more suppliers.<sup>2</sup>

### 2.2.4 Corporate advertising messages and target audiences

Exposure to Corporate advertisements causes consumers to form beliefs, and feelings about a specific brand. This can lead to shaping their attitudes toward the brand. Those beliefs, feelings and attitudes are stored in memory as part of brand knowledge.<sup>3</sup>

People often feel connected to corporate advertisements because the themes discussed evoke their emotions and resonate with their feelings and opinions. Table 2 demonstrates common themes showcased in each category of corporate advertising.<sup>4</sup>

**Table (6) :** Corporate advertising messages

Corporate advertising category	Common themes
Goodwill	<ul style="list-style-type: none"><li>• Demonstrating the firm's commitment to supporting education and health initiatives.</li><li>• Expressing the firm's dedication to</li></ul>

<sup>1</sup> McLeod Douglas M & Kunita Motoko, **A Comparative Analysis of the Use of Corporate Advertising in the United States and Japan**, International Journal of Advertising, 2015, p 142-143.

<sup>2</sup> Aktan Ercan & Ozupek M.N, **Corporate advertising at the age of social media**, extracted from (Handbook of Research on Effective Advertising strategies in the Social Media Age), Taskiran Nurdan Oncel & Yilmaz Recep, Hershey PA, USA : IGI Global, 2015, p 200.

<sup>3</sup> Biehal Gabriel J & Sheinin Daniel A, **Managing a brand in a corporate advertising environment**, Journal of Advertising, Vol.2, No.27, 1998, p 100.

<sup>4</sup> McLeod Douglas M & Kunita Motoko, **A Comparative Analysis of the Use of Corporate Advertising in the United States and Japan**, International Journal of Advertising, 2015, p 143.

<p>Charity</p> <p>Financial</p> <p>Employee recruitment</p> <p>Awareness</p> <p>Issue position</p> <p>Counter</p>	<p>promote and preserve cultural heritage and traditions.</p> <ul style="list-style-type: none"> <li>• Addressing social and environmental concerns.</li> </ul>
	<ul style="list-style-type: none"> <li>• Soliciting donations or asking audiences for donations and volunteer participation.</li> </ul>
	<ul style="list-style-type: none"> <li>• Improving the firm’s image.</li> <li>• Asking for support.</li> </ul>
	<ul style="list-style-type: none"> <li>• Presenting a good and comfortable workplace and work environment.</li> </ul>
	<ul style="list-style-type: none"> <li>• Publicising the brand’s logo, name, and symbols.</li> <li>• Announcing the firm’s social activities including conferences and exhibitions.</li> <li>• Inform audiences about the latest technologies and innovations relating to the company.</li> </ul>
	<ul style="list-style-type: none"> <li>• Addressing the firm’s viewpoint regarding a social issue.</li> <li>• Promoting values of the free enterprise system and capitalism.</li> <li>• Requesting supportive actions for the organization’s position.</li> </ul>
	<ul style="list-style-type: none"> <li>• Correcting public misunderstandings.</li> <li>• Responding to news stories about the organization.</li> </ul>

Adapted from (McLeod and Kunita 1994, p.143)<sup>1</sup>

<sup>1</sup> McLeod Douglas M & Kunita Motoko, **A Comparative Analysis of the Use of Corporate Advertising in the United States and Japan**, International Journal of Advertising, 2015, p 142-143.

## Chapter 2: Literature review

---

There are numerous common themes that companies should include in their corporate advertisements, but companies ought to develop the themes that make the most sense for their company. After examining trendy themes that worked for other firms, each company has to search for its own image and voice. <sup>1</sup>

Corporate advertising has to be purposeful and directed toward specific targets. Advertisements generally target present or prospective employees, present or future stakeholders, consumers, financiers, government agencies, and so on. In addition to those, some corporate advertisements target activists and journalists since they play a pivotal role in shaping public opinion. <sup>2</sup>

NCA-Rouiba employs various corporate advertising categories to strengthen its brand and influence its target audience. Within the category of goodwill, NCA-Rouiba demonstrates its commitment to education through initiatives such as hosting student visits to the company and supporting entrepreneurial talents through sponsoring their projects or by organizing innovation events like the Pierre Castel Price. Furthermore, the company engages in health initiatives, particularly during challenging times such as the COVID-19 pandemic, while also promoting Algerian culture and traditions through sponsorship of festivals and music clips. In addition to supporting education and healthcare; the firm is known for organizing various environmental initiatives both internally and externally.

In the category of charity, NCA-Rouiba is recognized for its solidarity actions, including Ramadan food baskets and support in times of crisis. By leveraging social media platforms like LinkedIn, the company strategically attracts suppliers and recruits employees by showcasing its workplace culture and employee benefits. Initiatives like providing laptops to the children of NCA-Rouiba employees and Team-Building sessions highlight the company's commitment to its workforce.

For the awareness category, NCA-Rouiba invests in extensive outreach efforts, organizing events and games across all regions of Algeria and maintaining an active presence on social media platforms. Additionally, the company utilizes corporate advertising to address current events and news stories, further emphasizing its position as a socially responsible entity.

---

<sup>1</sup> Haller Terry, Selecting **Corporate Advertising Themes**, Journal of Business Strategy, Vol.2, No.2, 1981, p 84.

<sup>2</sup> Flanagan George A, **Modern Institutional Advertising**, (1<sup>st</sup> ed) , McGraw-Hill Book Company, 1967, p 42.

Through these corporate advertising efforts, NCA-Rouiba not only enhances its brand visibility but also establishes meaningful connections with its target audience specially on social media platforms.

### 2.2.5 Why waste tons of money on non-product advertising?

Today's market is moving towards a condition of fierce competition. Companies face a lot of threats including existing competitors, new entrants to the industry and substitute goods or services. Consumers have a large number of providers to choose from. Therefore, it's imperative for the organization to build trust with consumers and retain their loyalty.<sup>1</sup>

In order to differentiate their brands from competitors; enterprises have to add value and uniqueness to their brand and communicate this value consistently. Companies should innovate to maintain their presence and increase their competitive advantage. The element that could bring those innovative ideas is corporate advertising. Research suggests that emotionally focused advertisements are more profitable than advertisements that include rational messages such as low prices and promotional offers. Investing in corporate advertising can foster trust and create an emotional bond with the target audience which can increase sales and profitability.

Managers and product executives have often a tendency to view corporate advertising as "soft" and less productive. Good corporate advertising can make product selling easy.<sup>2</sup> Let's consider Coca-Cola and Pepsi, the example that every student specializing in institutional communication hears at the National Higher School of Journalism. People tend to prefer Pepsi over Coca-Cola in blind tests, but Coca-Cola is still considered the leader of the market. Coca-Cola's position as a global leader in the beverage industry is influenced by other factors, including its communication strategy that puts an emphasis on corporate advertisement campaigns. Coca-Cola has invested heavily in branding and advertising, creating a strong emotional connection with consumers worldwide.

---

<sup>1</sup> Kenyon George N & Sen Kabir, Creating a Competitive Advantage, 2015, p 2.

<sup>2</sup> Garbett Thomas F, Corporate advertising: the what, the why and the how, (1<sup>st</sup> ed), New York: McGraw-Hill, 1981, p 98.

### 2.2.6 Benchmarking and Corporate Advertising in the context of social media

Benchmarking is about learning from the best practices in any business area. While most benchmarking focuses on hard data, it's important to consider intangible assets like customer relationships and brand reputation. Research indicates that a strong corporate brand orientation contributes positively to financial performance. Corporate advertising is essential in establishing a “brand championship” and distinguishing a brand from its competitors. Therefore, generating benchmarks for corporate brands can help companies develop a focused understanding of how they want their brand to be perceived on social media by their target audiences. Benchmarking successful corporate advertising practices enables enterprises to cultivate a distinctive brand image, ultimately enhancing their positioning on social media platforms.<sup>1</sup>

## 2.3 Research underpinning theory

### 2.3.1 An overview of the organizational learning theory

Organizations are pretty much like human beings with memory and information-processing capacities. Those information-processing mechanisms enable organizations to respond to the changes in their external environment.<sup>2</sup>

Organizational learning theory examines how organizations acquire, process, and apply knowledge. This theory gained prominence in the latter half of the 20<sup>th</sup> century, with key contributions from scholars such as Chris Argyris, Donald Schön, and Peter Senge.

Argyris defines organizational learning as “*the process where whole organizations or their components adapt to changing environments by generating and selectively adopting organizational routines*”.<sup>3</sup>

---

<sup>1</sup> Anisimova Tatiana, **Benchmarking desired corporate brand image in relation to stakeholders: a managerial perspective**, Qualitative Market Research: An International Journal, Vol.17, No.4, 2014, p 453.

<sup>2</sup> Ali Jamshid, Sorooshian Shahreyar, Mahmud Fatimah Benti & Javed Yasir, **Theoretical and Historical Prospective of Organizational Learning**, International Journal of Engineering & Technology, 2018, p 182.

<sup>3</sup> Bratianu Constantin, **Organizational Knowledge Dynamics : Managing Knowledge Creation, Acquisition, Sharing, and transformation**, Hershey: IGI Global, 2015, Chapter 12, p 3.

Levitt and March argue that organizational learning is a mechanism that explains how organizations evolve over time. According to their model, organizations learn by imitation and trial-error experimentation. <sup>1</sup>

### 2.3.2 Organizational learning theory from a historical perspective

Organizational learning was introduced by Cyert and March In 1963. Both proposed this theory as part of a model of decision-making within the organization. They argued that in order to respond to the changes in the external environment, an organization is going to match its aims with the new condition by learning, which will help in achieving more effectiveness. Their ideas were developed later by other scholars including Cangelosi and Dill who published the first book ever titled “Organizational Learning”.

Argyris and Schon’s book is considered the foundation of organizational learning theory. The two introduced the concept of “single-loop” and “double-loop” learning in their book titled “Organizational Learning: A Theory of Action Perspective”.<sup>2</sup>

Single-loop learning involves correcting errors and improving existing routines, while double-loop learning involves questioning and changing organizational norms and values. In other words, single-loop learning changes strategies of action in ways that leave organizational values and norms unchanged, while double-loop learning goes further to changing the values and norms.<sup>3</sup> Routines include procedures, strategies, and technologies as well as beliefs, culture, and knowledge. <sup>4</sup>

Over time, scholars have continued to refine and apply organizational learning theory to improve organizational performance and gain a competitive advantage in complex environments.

---

<sup>1</sup> Edmondson Amy & Moingeon Bertrand, **From Organizational Learning to the Learning Organization**, Management Learning, 1998, p 22.

<sup>2</sup> Easterby-Smith Mark & Lyles Marjorie **A, Handbook of Organizational Learning and Knowledge Management**, (2<sup>nd</sup> ed), John Wiley & Sons, 2011, p 11.

<sup>3</sup> Basten Dirk & Haamann Thilo, **Approaches for Organizational Learning: A literature Review**, Sage Open, 2018, p 3.

<sup>4</sup> Levitt Barbara & March James G, **Organizational Learning**, Annual review of Sociology, Vol.14, 1988, p 320.

### 2.3.3 Organizational Learning Process

The process of organizational learning starts with individuals since they constitute the main learning entity of any organization. Workers learn by observing, scanning, or experiencing through their mental models and contribute in holistically to improve the organization.

Individuals learn firstly by observation. This learning becomes an integral part of an organization's metrics and processes. Human knowledge becomes organizational and this latter becomes human. This model is supported by the structuration theory.<sup>1</sup>

### 2.3.4 Relevance to the research

This theory explores how organizations acquire, create, interpret, and transfer knowledge to improve their performance and adapt to changing environments. The reason why we picked this theory is because it aligns with this research by explaining how organizations employ benchmarking to learn from the best companies and refine their corporate advertising accordingly.

Given the rapid change in social media platforms and consumer preferences, organizations must continuously learn to remain competitive. This can be done through benchmarking: the process that involves learning from the best practices, adopting them, and making improvements.

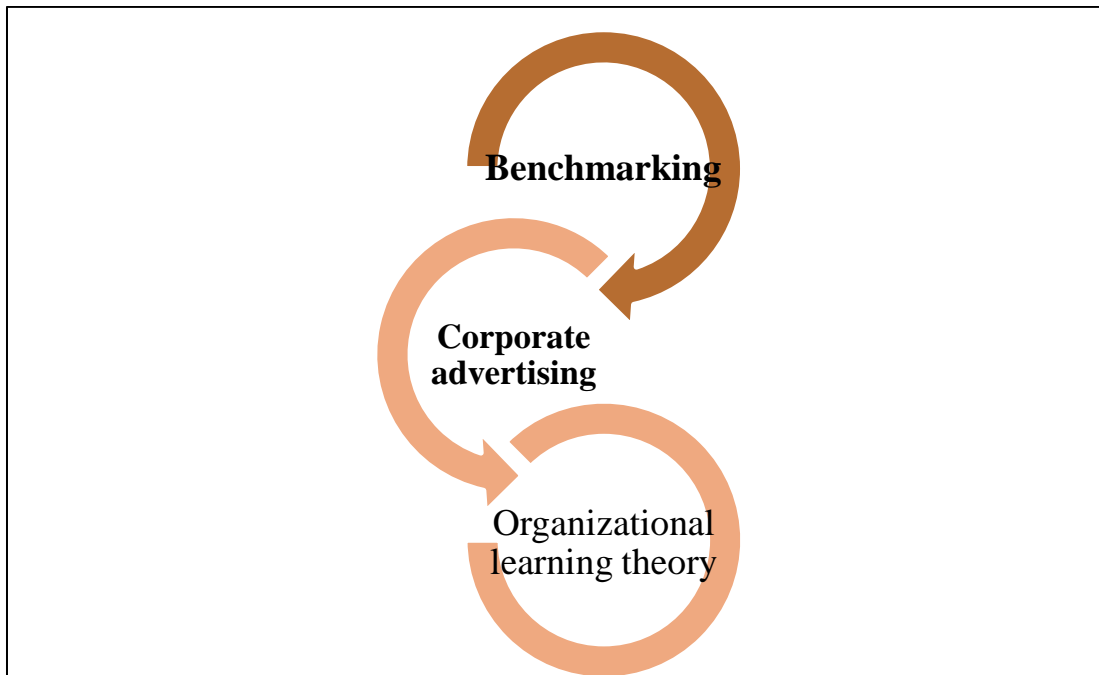
By comparing their corporate advertising efforts against competitors and industry leaders, organizations can learn from successes and failures, identify areas for improvement, and refine their corporate advertising practices on social media platforms.

---

<sup>1</sup> Ali Jamshid Turi, Mahmud Fatimah Binti, Toheed Hira, Sorooshian Shahryar, **Synthetic Review of Organizational Learning**, Advances in Social Sciences Research Journal, Vol.6, No.4, 2019, p 170.

## **2.4 Visualization of the theoretical framework**

Figure 4 demonstrates a visualization of the theoretical building. Companies search for top-performing corporate advertisements of competitors and leading companies on social media, they identify why these corporate advertisements perform well, then they integrate the mechanisms of the organizational learning theory to learn how to make better and powerful corporate advertisements on social media.



**Figure (4):** Visualization of the theoretical framework

### Conclusion

In conclusion, we have seen how benchmarking, corporate advertising and organizational learning theory are all connected. By using benchmarks, companies can refine and improve their corporate advertising practices and build a distinctive brand image that can foster loyalty among their target audiences permitting them to stay ahead of the competitive landscape of socialmedia.

## **Chapter 3**

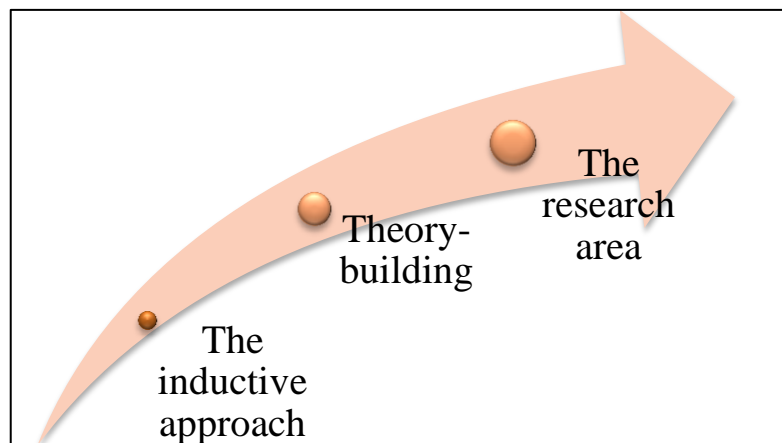
# **Research Design and Methodology**

### Opening

This chapter encompasses the framework that guides the collection and analysis of data to address our research questions and objectives. First, the research approach is introduced, as well as the data collection method followed by the research questions. Then issues concerning the validity and the reliability of this dissertation are discussed. The last section demonstrates a visualization of the research methodology.

### 3.1 Research approach

This research is guided by the inductive approach, which involves gathering and analysing data to generate new theories or hypotheses<sup>1</sup>. The choice of this approach stems from the absence of established theories to test. Therefore, our aim is to gather data about the impact of benchmarking on corporate advertising in the social media landscape from NCA-Rouiba and use it to develop new insights and theories.



**Figure (5):** The role of inductive approach

### 3.2 Data collection method

The focus in this dissertation has been placed on a qualitative method where a single case study is carried out to gain a deeper understanding of the impact of benchmarking on corporate advertising in the specific context of NCA-Rouiba.

---

<sup>1</sup> University of Pretoria, Methodological Approach, derived from ‘*Research methodology*’, 2023, p 54.

### Chapter 3: Research design and methodology

---

This method offers flexibility in data collection through various techniques including interviews or questionnaires, observations, and documentation<sup>1</sup>. The findings from this case study can have practical implications for the strategic and operational levels at NCA- Rouiba. The single case study investigates one single entity in depth; therefore we do not aim to make generalizations.

For data collection, semi-structured interviews were conducted in French, the language shared by both the respondents and the researcher. Two interview guides were constructed for this research. One guide is tailored to investigate the use of benchmarking in corporate advertising within the social media landscape from a strategic perspective. This guide is intended for use with Castel el Djazair and NCA-Rouiba's marketing Director as well as other employees in supervisory roles at Castel el Djazair and NCA-Rouiba including their CSR Responsible and their digital Manager. The second guide focuses on exploring the topic from an operational perspective and is designed for employees at Arabesque agency: a communication agency that manages Castel el Djazair and NCA-Rouiba's social media platforms. It's worth noting that the two guides were developed then validated two months after our first entry to NCA-Rouiba.

Interviews were done face to face using the funnelling technique which is a questioning technique that consists of initiating a conversation with broad and general questions and then gradually narrowing the focus thereafter on more specific themes.

In addition to interviews; documentation provided a valuable source for both general and specific information about NCA-Rouiba involvement with our research topic. It's also worth noting that the collected and analysed secondary data were used to develop the interview guides. The analysis of documents was conducted both manually and via artificial intelligence using a free word cloud generator to capture the most important words and their relevance to our research topic.

---

<sup>1</sup> Bhattacharjee Anol, *Social Science Research: Principles, Methods, and Practices*, (2<sup>nd</sup> ed), Digital Commons, University of South Florida, 2012, p95.

### 3.3 Research questions

Before introducing our research questions, a brief explanation of the difference between hypotheses and research questions is introduced: research hypotheses are specific statements or predictions about the relationship between variables in a research study. They are typically formulated based on existing theories or empirical evidence.<sup>1</sup> In contrast, research questions are often used in exploratory research to generate new insights and theories. Given the nature of this study, which seeks to develop a theory rather than testing an existing one, research questions have been chosen instead of hypotheses. It's also worth noting that those questions were developed after reviewing literature about our research topic as well as the principles of the organizational learning theory.

- a) What are the primary objectives and motivations behind NCA-Rouiba's use of benchmarking in their social media corporate advertising efforts?
- b) What are the current NCA-Rouiba's practices of benchmarking on corporate advertising in social media?
- c) What are the key challenges and limitations faced by NCA-Rouiba when implementing benchmarking practices on its social media corporate advertising efforts?
- d) How does NCA-Rouiba adapt its social media corporate advertising strategy based on insights derived from benchmarking data and analysis?

---

<sup>1</sup> Bhattacharjee Anol, *Social Science Research: Principles, Methods, and Practices*, (2<sup>nd</sup> ed), Digital Commons, University of South Florida, 2012, p13.

### 3.4 Psychometric properties

In order to ensure the validity and reliability of the data collected for this dissertation, several measures were taken to assess the psychometric properties of the two interview guides.

#### 3.4.1 Validity:

Content validity was established through a review of the two protocols by 02 lecturers from the National Higher School of Journalism and Information Sciences as well as 02 subject matter experts in the fields of public relations, marketing and advertising on social media platforms from the U.S. Embassy of Algiers. The lecturers and experts provided feedback on the relevance, clarity, and comprehensiveness of the questions, ensuring that they capture the key constructs under investigation. Table 7 shows the list of lecturers and experts who reviewed the interview guides.

**Table (7):** List of lecturers and experts who provided feedback on the interview guides

<b>Full Name</b>	<b>Occupation</b>	<b>Institution</b>
<b>Dr. Samir Ardjoun</b>	Senior lecturer	The National Higher School of Journalism and Information Sciences
<b>Dr. Fella Bourenane</b>	Senior lecturer	The National Higher School of Journalism and Information Sciences
<b>Rob Ronci</b>	Public Affairs Officer	The U.S. Embassy in Algeria
<b>Mahdi Athmani</b>	Strategic Engagement Coordinator	The U.S. Embassy in Algeria

## **Chapter 3: Research design and methodology**

---

Construct Validity was assessed by aligning the questions in the guides with the theoretical framework. Each question was designed to measure specific aspects of the theoretical constructs.

### **3.4.2 Reliability**

Traditional measures of reliability, such as test-retest reliability and inter-rater reliability were not feasible due to constraints such as time limitations and a single researcher conducting the investigation. The researcher used an alternative strategy to minimize sources of error and increase the stability of the research findings which involves the usage of documentation that depends less of the researcher subjectivity.

### 3.5 Visualization of the methodology

The following figure demonstrates a visualization of the methodology adopted for this research.

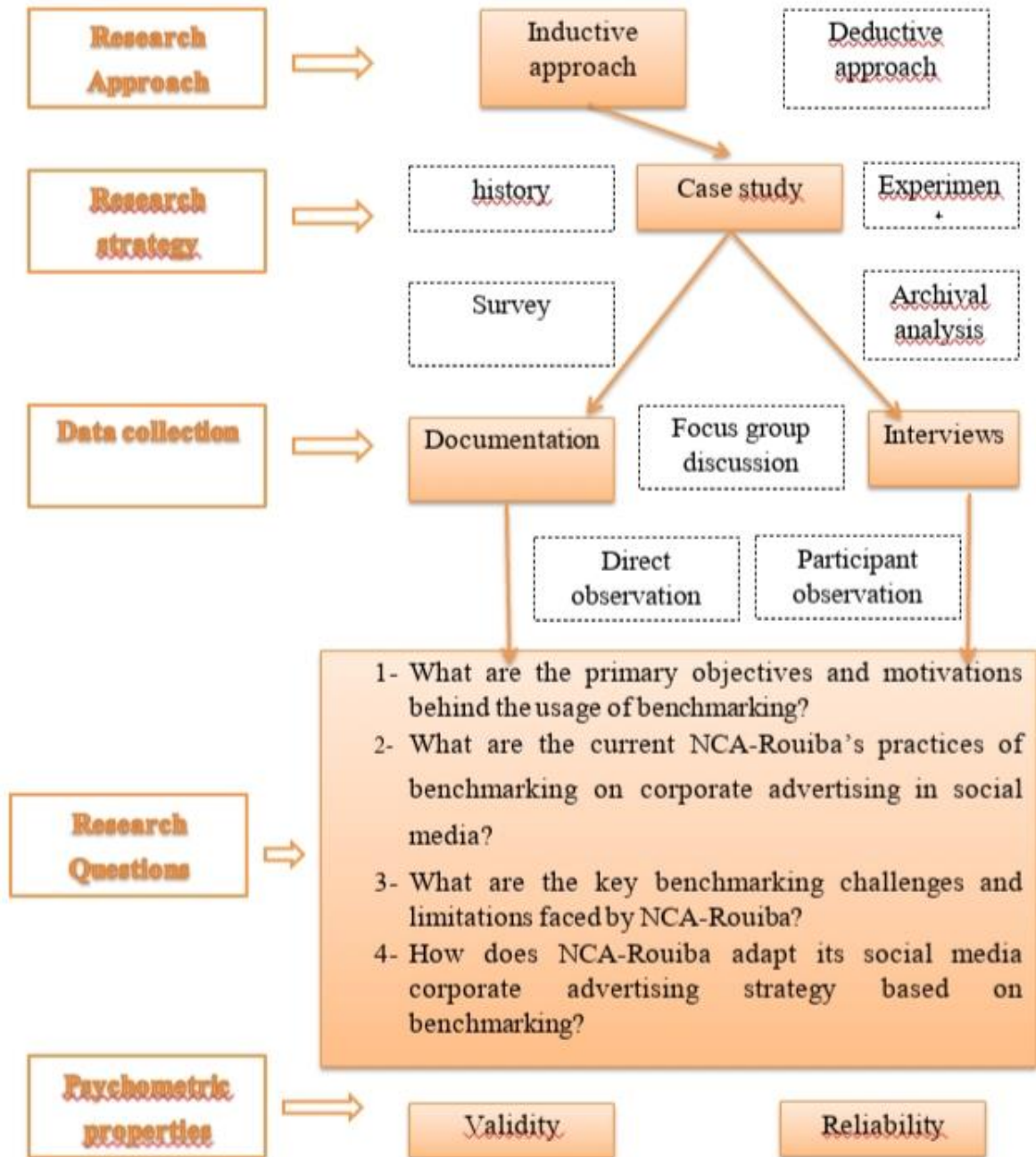


Figure (6) : Visualisation of the methodology

### **Conclusion**

In conclusion, this chapter has detailed the research design and methodology adopted to explore the impact of benchmarking on NCA-Rouiba's corporate advertising in the social media landscape. By employing a case study design and qualitative methods including semi-structured interviews, and documentation, we aim to gather data to derive new insights. This research design and methodology provide a solid foundation to explore our topic and answer our research questions eventually.

## **Chapter 4**

# **Case Study Report**

### Opening

Through a detailed examination of internal documents and data gathered from multiple interviews with NCA-Rouiba's management and employees, this report represents a journey to uncover the connection between benchmarking and corporate advertising in the social media landscape. The goal is to provide new insights, recommendations and an action plan for NCA-Rouiba's strategic and operational levels helping them achieve brand excellence on social media platforms.

### 4.1 Case site description

Our research was conducted at NCA-Rouiba, situated in Rouiba Industrial Zone along the National Road N: 5 in Algiers, Algeria. The selection of this site was driven by its direct relevance to our research topic. To identify the ideal research site, we analysed the social media platforms of various Algerian enterprises, with a focus on corporate advertising. NCA-Rouiba stood out and emerged as the essential choice. The company's Facebook, Instagram, and LinkedIn pages demonstrated a big focus on corporate ads. Our entry to NCA-Rouiba was facilitated by an acquaintance who put us in contact with the Quality, Hygiene, Security and Environment Director, who graciously provided us with a comprehensive documentation that was relevant with our research topic.



**Figure (7):** NCA-Rouiba Company  
Headquarters

## Chapter 4: Case study report

---

The Quality, Hygiene, Security and Environment Director has also facilitated our introduction to the members of the marketing department, paving the way for semi-structured interviews to gather data about the impact of benchmarking on corporate advertising in the social media landscape.

However, our journey was not without its challenges. Securing interview sessions with concerned NCA-Rouiba staff members proved to be a difficult task, given their busy schedule and priorities. Moreover, delays in the commencement of field research necessitated an extension of our timeline, shifting our start from February the 1<sup>st</sup> to March the 1<sup>st</sup>.



**Figure (8):** NCA-Rouiba's third floor hall

NCA-Rouiba: Nouvelle Conserverie Algérienne (New Algerian cannery) was founded on April the 8<sup>th</sup>, 1966 by Salah Othmani. It specializes in the production and distribution of beverages, nectars and fruit juices. Over the years, it has expanded its range of products to include jams and canned beverages, and then Tetra Brik packaging. In a continuous search to become the best firm, it has adopted international standards and committed to social responsibility and sustainable development.

## Chapter 4: Case study report

---

It comprises 136 Managers, 175 in supervisory roles, and 115 in execution, totally 426 employees. NCA-Rouiba envisions being in the Top 10 of Afro-Mediterranean champions in the agri-food industry, actively committing to sustainable development.

In 2020, it was acquired by the Castel el Djazair: a subsidiary of Castel Group. This latter is a French beverages company that was established in 1949 in Bordeaux. The group is considered as one of the largest French wine producers and has subsidiaries in more than 20 countries in Africa.

NCA-Rouiba has a work environment that emphasizes transparency and collaboration. The office décor reflects this, with glass doors and all desks, promoting openness and clear communication among employees. This transparency is part of the company's culture and daily operations.

Teamwork is a key part of life at NCA-Rouiba. Employees often work together on projects and in meetings. The company also encourages social interactions outside of work, such as work trips, social gatherings, which help build strong relationships among staff.



Some employees noted that the work environment has improved since NCA-Rouiba joined the Castel Group. The change has brought better organizational practices and a more structured approach to work.

## **Chapter 4: Case study report**

---

NCA-Rouiba encompasses nine departments, shown in figure 10, with no dedicated communication department. Benchmarking is used in each department but corporate advertising is mainly controlled by two departments: The QHSE department, as well as the Marketing department.

The first department works on being environmental friendly, fostering a motivating work environment, promoting social dialogue and combatting discrimination and developing local community which are major components of corporate advertising. The second department works on brand awareness especially on social media.

The two departments decide which messages to communicate to their targeted audiences and convey them to an external communication agency, which is the Arabesques Communication Agency situated in El Moujahidine 1<sup>st</sup> subdivision, N13, Cheraga, Algiers. This agency offers public relations and communication services and assists companies in building strong relationships with their audiences.

The contract between NCA-Rouiba and Arabesques Agency started in March 2024. NCA-Rouiba works with annual contracts, and at the end of each year, they decide whether to continue with the current communication agency or not. NCA-Rouiba chose to work with Arabesques because it was the only agency that introduced a unique solution to their communication on social media, a solution that other agencies had not proposed.

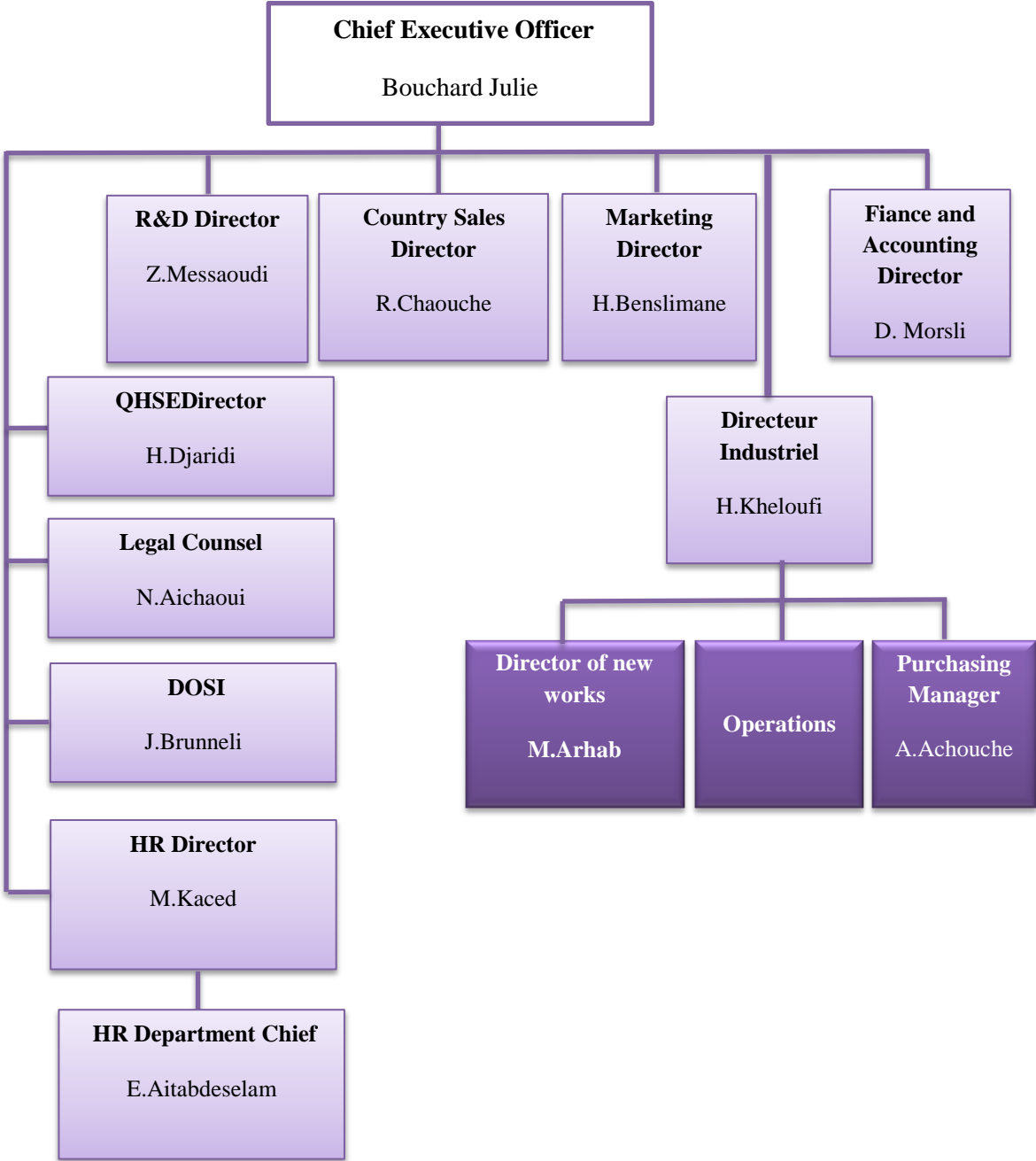


Figure (10): NCA-Rouiba’s Organizational Chart

### 4.2 Data collection and analysis

On our first day, we began by introducing our research topic to different staff members. While the concept of benchmarking was familiar to them, corporate advertising was new. After explaining what corporate advertising is and what are the themes included by enterprises in corporate advertising, the staff members acknowledged following those themes and engaging in corporate advertising practices but without referring to those actions as corporate advertising. The QHSE Director provided us with an overview of those actions designed to meet the needs of internal and external audiences and described them as essential for enhancing NCA-Rouiba's image. When asked about the influence of benchmarking on these actions, the QHSE director affirmed its significance. We requested documents stating these actions to demonstrate the company's engagement in corporate advertising excellence.

#### 4.2.1 Findings from document analysis

The documents selected for analysis include institutional records from NCA-Rouiba. These documents were sourced from the Quality, Hygiene, Security and Environment Department's internal databases. A total of 02 documents were included in the analysis, representing an overview of the company's strategic vision and commitment to excellence in corporate advertising. The selection criteria focused on identifying documents that effectively demonstrate the company's dedication to corporate advertising leadership.

**Table (7):** List of documents selected for analysis

Document title	Type	Language used	Source	Date	Pages	Content
Manuel de Management intégré (Integrated Management System Manual)	Manual	French	QHSE department	10/15/23	23 P	Detailed instructions and information about various aspects of the company's operations, and policies.

**Chapter 4: Case study report**


Rapport du développement durable (Sustainable Development Report)	Report	French	QHSE department		34 P	Summary of NCA-Rouiba’s societal and environmental performance of the period 2014-2017.
---	--------	--------	-----------------	--	------	---

A pre-analysis of the documents showed no mention of neither benchmarking nor corporate advertising. Therefore, it was difficult to assess the documents relation to our research topic. However, the document analysis was introduced in this dissertation to provide context and a foundation for developing interview protocols later.

We have selected specific passages that demonstrate NCA Rouiba’s commitment to excellence in corporate advertising. These passages will be highlighted in yellow to facilitate content analysis process.

Since the primary purpose of the documentation is to provide context rather than conducting detailed thematic analysis, we did not assign specific labels for common themes that were evoked in the passages. Therefore, the document analysis method was adapted to serve our purpose.

The first document we analysed is the Integrated Management System Manual. We identified three important passages that highlight NCA-Rouiba’s commitment to corporate excellence.

 Page 4 sur 23	<b>MANUEL</b>	Date : 15/10/2023
	<b>Manuel Système de Management Intégré</b>	Référence : M-01-1
		Version : 23

**1. POLITIQUE SYSTEME DE MANAGEMENT INTEGRE**  
*Qualité, Environnement, Santé & Sécurité au travail, Sécurité des Denrées Alimentaires*

**Notre Vision**

« Être leader nationale de l'industrie agroalimentaire où l'entreprise est implanté dans le cadre d'une organisation moderne, performante et citoyenne. »

**Notre Politique**  
Nous nous engageons à :

- ✓ Entretien et développer une relation permanente avec toutes les parties prenantes en assurant une communication interactive efficace
- ✓ Fournir à nos clients & consommateurs des produits et services de qualité répondant à leurs exigences,
- ✓ Respecter les exigences légales et réglementaires, et les exigences des normes reconnues
- ✓ Pratiquer un management basé sur l'équité, la rigueur et la transparence
- ✓ Optimiser l'utilisation des ressources naturelles en favorisant des technologies propres, ainsi que des technologies de recyclage ; et prévenir des risques de pollution et assurer l'efficacité énergétique au niveau de l'activité.
- ✓ Promouvoir les normes d'hygiène, Santé et sécurité au travail afin d'assurer des conditions optimales, éliminer les dangers et réduire le risque SST.
- ✓ Préconiser un management participatif en développant les responsabilités individuelles et en stimulant les initiatives d'innovation et les dynamiques d'amélioration continue
- ✓ Promouvoir le dialogue social et lutter contre toute forme de discrimination
- ✓ Consulter et faire participer les travailleurs sur les questions relatives à la santé & sécurité au travail.

✓ **Nos Objectifs généraux**

- ✓ Veiller au respect des droits des clients et des consommateurs en veillant à améliorer sans cesse leur satisfaction
- ✓ Être en conformité avec la réglementation et les exigences auxquelles l'entreprise a souscrit
- ✓ Assurer un retour sur investissement acceptable pour nos actionnaires.
- ✓ Assurer et améliorer la sécurité sanitaire et la salubrité des produits
- ✓ Assurer et améliorer l'application rigoureuse des bonnes pratiques d'hygiène
- ✓ Atténuer l'impact environnemental de l'activité et améliorer de façon continue la performance environnementale.
- ✓ Assurer un cadre professionnel motivant pour le personnel.
- ✓ Mettre en place un cadre de dialogue social et de lutte contre toute forme de discrimination.
- ✓ Formaliser et promouvoir les bonnes pratiques de gouvernance.
- ✓ Formaliser les bonnes pratiques d'implication dans le développement local

*Ce document est la propriété exclusive de la NCA. Sa reproduction est interdite sans son autorisation*


E:\PROCESSUS 5 Janv 20\Processus Management\PC-MDir-01\Manuel\M-01-1 (V21) Manuel Qualité 4 Nov 20.docx

The first passage highlights the company's ambitious goal of becoming a leader in agro-food industry whilst staying committed to operating within a framework of corporate citizenship. This vision aligns with the principles of benchmarking and corporate advertising, as it emphasizes continuous improvement, competitiveness and ethical business practices.

The second passage outlines the objectives of NCA-Rouiba, which include ensuring customer satisfaction, compliance with regulations, achieving acceptable returns for shareholders, enhancing product safety and hygiene practices, being environmental friendly, fostering a

## Chapter 4: Case study report

motivating work environment, promoting social dialogue and combatting discrimination and developing local community. Those are major components of corporate advertising that NCA-Rouiba is striving to excel at. The passage highlights that NCA-Rouiba employs strategic monitoring to locate improvement areas which constitute the first phase of any benchmarking initiative.

	<b>MANUEL</b>	Date : 15/10/2023
Page 23 sur 23	<b>Manuel Système de Management Intégré</b>	Référence : M-01-1
		Version : 23

<b>SURVEILLANCE DE PROCESSUS</b>	<ul style="list-style-type: none"><li>• Une réunion qualité hebdomadaire est tenue chaque semaine : objectif : maîtrise du produit non-conforme et potentiellement dangereux.</li><li>• Une réunion opérationnelle est tenue chaque semaine avec suivi des indicateurs et réalisations des processus des actions d'améliorations sont portées pour chaque processus sur un tableau d'action F-02-10</li><li>• La surveillance des processus est assurée par la tenue de revue de processus à chaque fin de trimestre permettant d'analyser, entre autres, les tableaux de bord et d'assurer la maîtrise et l'amélioration des processus.</li></ul>
----------------------------------	--

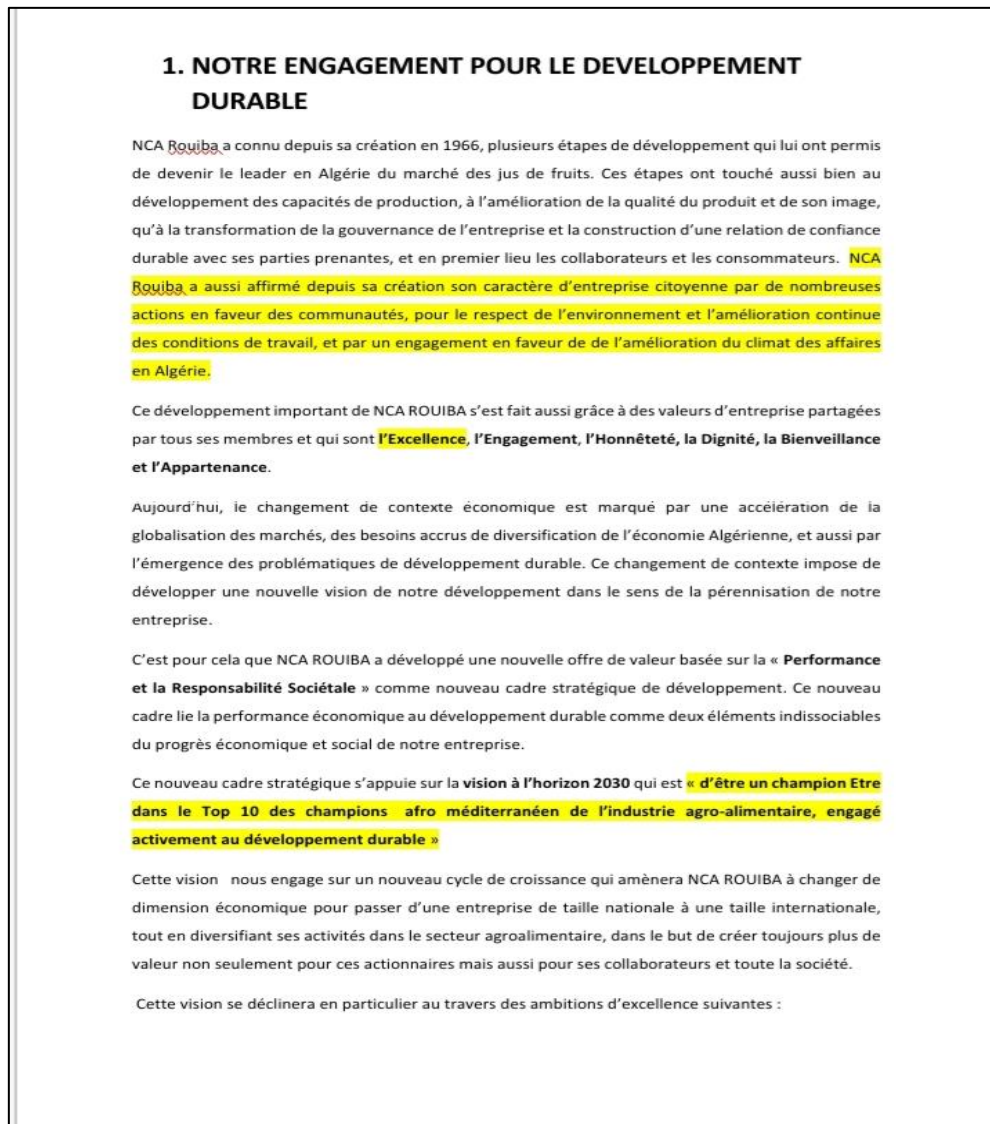
Ce document est la propriété exclusive de la NCA. Sa reproduction est interdite sans son autorisation  
E:\PROCESSUS 5 Janv 20\Processus Management\PC.MDir.01\Manuel\M-01-1 (V21) Manuel Qualité 4 Nov 20.docx

The third passage highlights NCA-Rouiba commitment to continuous improvement through the establishment of weekly meetings and quarterly process reviews to ensure process control and enhancement. This approach of management enables NCA-Rouiba to identify inefficiency or opportunity for enhancement in every process including corporate advertising.

## Chapter 4: Case study report

Additionally, this emphasis on process control and enhancement reflects a commitment to quality and excellence which are essential for effective corporate advertising practices in the social media landscape.

The next document is the Sustainable development report, which provides an overview of NCA-Rouiba environmental and societal performance from 2014 until 2017. We identified three important passages that demonstrate NCA-Rouiba commitment to CSR excellence.



In the first passage, there is a strong emphasis on NCA-Rouiba's commitment to corporate citizenship and social responsibility since its establishment. Through various initiatives supporting communities, environmental preservation, continuous improvement of working conditions, and advocacy for a better business environment.

## Chapter 4: Case study report

This commitment enhances the company's reputation and contributes to its long term presence and competitiveness in the market.

### 1. NOTRE ENGAGEMENT POUR LE DEVELOPPEMENT DURABLE

NCA Rouiba a connu depuis sa création en 1966, plusieurs étapes de développement qui lui ont permis de devenir le leader en Algérie du marché des jus de fruits. Ces étapes ont touché aussi bien au développement des capacités de production, à l'amélioration de la qualité du produit et de son image, qu'à la transformation de la gouvernance de l'entreprise et la construction d'une relation de confiance durable avec ses parties prenantes, et en premier lieu les collaborateurs et les consommateurs. NCA Rouiba a aussi affirmé depuis sa création son caractère d'entreprise citoyenne par de nombreuses actions en faveur des communautés, pour le respect de l'environnement et l'amélioration continue des conditions de travail, et par un engagement en faveur de l'amélioration du climat des affaires en Algérie.

Ce développement important de NCA ROUIBA s'est fait aussi grâce à des valeurs d'entreprise partagées par tous ses membres et qui sont **l'Excellence, l'Engagement, l'Honnêteté, la Dignité, la Bienveillance et l'Appartenance**.

Aujourd'hui, le changement de contexte économique est marqué par une accélération de la globalisation des marchés, des besoins accrus de diversification de l'économie Algérienne, et aussi par l'émergence des problématiques de développement durable. Ce changement de contexte impose de développer une nouvelle vision de notre développement dans le sens de la pérennisation de notre entreprise.

C'est pour cela que NCA ROUIBA a développé une nouvelle offre de valeur basée sur la « **Performance et la Responsabilité Sociétale** » comme nouveau cadre stratégique de développement. Ce nouveau cadre lie la performance économique au développement durable comme deux éléments indissociables du progrès économique et social de notre entreprise.

Ce nouveau cadre stratégique s'appuie sur la vision à l'horizon 2030 qui est « **d'être un champion Etre dans le Top 10 des champions afro méditerranéen de l'industrie agro-alimentaire, engagé activement au développement durable** »

Cette vision nous engage sur un nouveau cycle de croissance qui amènera NCA ROUIBA à changer de dimension économique pour passer d'une entreprise de taille nationale à une taille internationale, tout en diversifiant ses activités dans le secteur agroalimentaire, dans le but de créer toujours plus de valeur non seulement pour ces actionnaires mais aussi pour ses collaborateurs et toute la société.

Cette vision se déclinera en particulier au travers des ambitions d'excellence suivantes :

The second passage outlines NCA-Rouiba's long-term vision, aiming to be among the top 10 Afro-Mediterranean champions in the agro-food industry by 2030, with a commitment to sustainable development. This vision emphasizes the company's commitment to excellence and leadership in its industry while emphasizing its dedication to environmental and social responsibility which is one of the major components of corporate advertising.

### 4. NOTRE STRATEGIE DE DEVELOPPEMENT DURABLE

#### 3 dimensions stratégiques

- Un déploiement progressif des axes de progrès sur un l'horizon temporel
- L'association permanente et la priorisation des activités en relation avec les besoins et attentes des parties prenantes
- L'amélioration continue grâce à l'évaluation des actions, la transparence et la redevabilité, en appui sur des systèmes de management conformes aux normes internationales

#### Nos priorités à l'horizon 2020

Dans une première étape de sa vision 2030, NCA ROUIBA et en accord avec les attentes des parties prenantes a priorisé les axes suivants à l'horizon 2020 :

- L'amélioration de l'efficacité énergétique des processus de production
- La réduction de la consommation d'eau
- L'amélioration continue des relations et conditions de travail, y compris la santé et la sécurité, incluant le développement du dialogue social.
- La consolidation de la récupération, recyclage et réutilisation des déchets de nos processus industriels
- L'amélioration du dialogue direct avec les consommateurs

#### Les phases ultérieures de déploiement de la stratégie de Développement Durable :

Par ailleurs, NCA développera des études et des concertations pour lancer sur la période 2020-2025, les axes relatifs à :

- La réduction des GES et le développement des mécanismes de compensation y compris sur la chaîne de valeur
- L'encouragement du développement de l'usage des énergies renouvelables dans notre chaîne de valeur
- La récupération et le recyclage des déchets y compris les déchets des emballages en fin de vie du produit
- Le développement des exigences en matière d'achats responsables

The third passage outlines NCA-Rouiba's main priorities focusing on key areas of corporate advertising. Those priorities demonstrate NCA-Rouiba's commitment to continuous improvement through action evaluation, transparency, and accountability supported by management systems compliant with international standards. By addressing energy efficiency, resource conservation, workplace safety, waste management and consumer interaction, the company is looking to enhance its image and cultivate a strong relation with its targeted audiences. This continuous search of striving to be excellent in all aspects of corporate advertising is a key principle of benchmarking.

## Chapter 4: Case study report

---

After extracting important passages and highlighting the key ideas that they evoked and their correlation with our research topic, we have input the text of the English translation of our extracted paragraphs to create a visual representation of the most frequent words used.



Figure (11) : Word Cloud Visualisation

The word cloud reveals the company's commitment to always getting better (**Continuous improvement, monitoring practices, improve, excellence**) and caring for the environment

## Chapter 4: Case study report

---

and satisfaction of targeted audiences (**environmental, sustainability, actions, customers, socially**).

Additionally, words like (**leader, responsible, vision**) highlight NCA-Rouiba's aspiration to be a leader in its industry while maintaining a responsible and ethical approach to business practices. These values match benchmarking's goal of adopting the best practices for continuous improvement.

The results of the document analysis suggest that there is a clear commitment to excellence. Secondly, the documents showed a strong sense of corporate responsibility with numerous initiatives aimed at benefiting communities, protecting the environment and enhancing working conditions. Thirdly, NCA-Rouiba has clearly demonstrated a strategic vision to become a national leader. Fourthly, the documents reflected NCA-Rouiba organizational culture that puts an emphasis on continuous improvement by monitoring processes, ensuring compliance, and implementing measures to enhance efficiency. Finally, there is no mention of neither benchmarking nor corporate advertising as we have previously indicated. However, the practices and principles associated with benchmarking and corporate advertising are indirectly evident throughout the documents and NCA-Rouiba's staff members confirm that.

### 4.2.2 Findings from interviews

The information we gathered from documents helped us develop interview guides, which proved to be challenging due to the sensitivity of the benchmarking topic. Our objective was to build connection with staff members and earn their trust, and craft questions that align with our research goals without causing discomfort. To address this we employed the funnelling technique, starting with broader topics and gradually moving to their benchmarking practices. This has allowed us to have smooth interviews and gather new insights. And because NCA-Rouiba operates at the strategic level, it was essential for us to arrange a meeting with Arabesques Agency's staff members to investigate the impact of benchmarking on corporate advertising in the social media landscape from an operational perspective.

03 semi-structured interviews were conducted with a total of 05 respondents. The first interview involved NCA-Rouiba's CSR responsible. The second interview included two participants at the same time: NCA-Rouiba's Marketing Director as well as NCA-Rouiba's Digital Manager. The third interview was conducted with two respondents from Arabesques Communication Agency: the Account Manager and the Digital Project Chief.

The first two interviews were recorded. However, the last interview at Arabesques Communication Agency did not receive permission to be recorded, despite informing the participants that the information would be used for only academic purposes and that they could stop the recording at any time. This refusal goes back to the sensitivity of the topics discussed. Additionally, the names of Algerian beverages companies that NCA-Rouiba uses as benchmarks will remain confidential. All interviews were conducted face-to-face, enabling an exploration of the respondents' perspectives on the research topic and allowing for the observation of their body language (facial expressions and reactions) in response to specific questions.

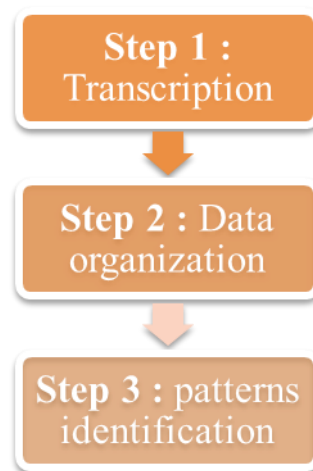
## Chapter 4: Case study report

The table below provides an overview of the interviewees, including their full names, job positions, companies, and the time and duration of their interviews.

**Table (9):** Description of the interviewees

<b>Job position</b>	<b>Workplace</b>	<b>Date and time of the interview</b>	<b>Duration of the interview</b>
<b>CSR Responsible</b>	NCA-Rouiba	05/12/2024 14:30 until 14:42	12 minutes
<b>Marketing Director</b>	NCA-Rouiba	05/13/2024 10:15 until 10:32	17 minutes
<b>Digital Manager</b>	NCA-Rouiba	05/13/2024 10:15 until 10:32	17 minutes
<b>Account Manager</b>	Arabesques Agency	05/15/2024 14:40 until 15:15	35 minutes
<b>Digital Project Chief</b>	Arabesques Agency	05/15/2024 14:40 until 15:15	35 minutes

Analysis of data gathered from interviews was done following three steps shown in figure 12.



**Figure (12):** Interviews analytical procedure

The first step involved transcribing the recorded interviews verbatim. For the unrecorded interview, we used detailed notes taken during the session.

The second step involved displaying the data into an organised way by categorizing the responses based on the interview questions and the main objectives and research questions.

## **Chapter 4: Case study report**

---

The final step was identifying patterns by examining the analysed data. This was done by comparing answers and grouping similar ideas.

After transcribing the interviews verbatim and reading through respondents' answers multiple times, we identified 06 occurring themes then grouped respondents' answers under each theme.

### **A- Importance of social media for NCA-Rouiba**

From the interviews, it is clear that social media platforms play a crucial role for NCA-Rouiba. According to the CSR Responsible, social media networks are vital for promoting the company's image as a responsible corporate citizen. This includes showcasing charitable actions, donations, sponsorships, environmental protection initiatives, and support for innovation and start-ups.<sup>1</sup> The Digital Manager emphasizes that social media is essential for reaching the younger generation, who are constantly connected on their phones. She notes that each platform requires a unique strategy. Therefore, NCA-Rouiba adapts its approach to suit different social media communities, such as Facebook, Instagram, and TikTok. The digital manager addressed "Communication Tone": meaning they communicate with each follower using the tone, style and words that he is familiarised with.<sup>2</sup>

### **B- Prioritizing corporate advertising**

The CSR Responsible highlights that institutional advertising is a voluntary practice that began in 2010 and was formalized in 2017 to promote the vision of NCA-Rouiba as a responsible corporate citizen. This type of advertising initially targeted internal audiences but has since been externalized via social media platforms without expecting anything in return.<sup>3</sup> The Digital Manager mentions that corporate advertising helps maintain brand presence and engagement. She stresses that while product advertising is also important, institutional campaigns are necessary to build a strong brand image and foster customer loyalty and show

---

<sup>1</sup> Interview with the CSR responsible at NCA-Rouiba headquarters on May the 12<sup>th</sup>, 2024, from 14:30 until 14:42.

<sup>2</sup> Interview with the Marketing Director and the digital manager at NCA-Rouiba headquarters on May the 13<sup>th</sup>, 2024, from 10:15 until 10:32.

<sup>3</sup> Interview with the CSR responsible at NCA-Rouiba headquarters on May the 12<sup>th</sup>, 2024, from 14:30 until 14:42.

that Rouiba's communication is not just "buy our product", Rouiba has a friendly human side too.

The marketing director stressed that their primary focus on social media was promoting the products more than working on the brand image. She stressed that her team prepares a post-in-plan each month; this plan focuses on what product to highlight and what product message to communicate via social media platforms. She seemed less involved with institutional advertisements and saw that social media platforms serve majorly in promoting NCA-Rouiba's products.<sup>1</sup>

### C- Benchmarking practices

All respondents acknowledge the importance of benchmarking for continuous improvement. The CSR Responsible describes benchmarking as essential for their corporate social responsibility (CSR) and environmental responsibility. He notes that NCA-Rouiba engages in internal benchmarking with other Castel Group's subsidiaries through monthly meetings where CSR managers share best practices in societal and environmental responsibility.<sup>2</sup>

The Digital Manager and Marketing Director discuss the dual focus of their benchmarking efforts: product benchmarking, which involves analysing competitors' products in detail, and communication benchmarking, which examines how competitors promote their products on social media; how did they communicate their brand and offerings? Did they use games or quizzes? They emphasize that benchmarking helps them stay ahead in both product quality and communication and marketing strategy.<sup>3</sup> At Arabesques Communication Agency, the Account Manager and Digital Project Chief explain their benchmarking process, which includes identifying competitors, analysing their social media presence, and using numerous tools to generate insights.<sup>4</sup>

---

<sup>1</sup> Interview with the Marketing Director and the digital manager at NCA-Rouiba headquarters on May the 13th, 2024, from 10:15 until 10:32.

<sup>2</sup> Interview with the CSR responsible at NCA-Rouiba headquarters on May the 12<sup>th</sup>, 2024, from 14:30 until 14:42.

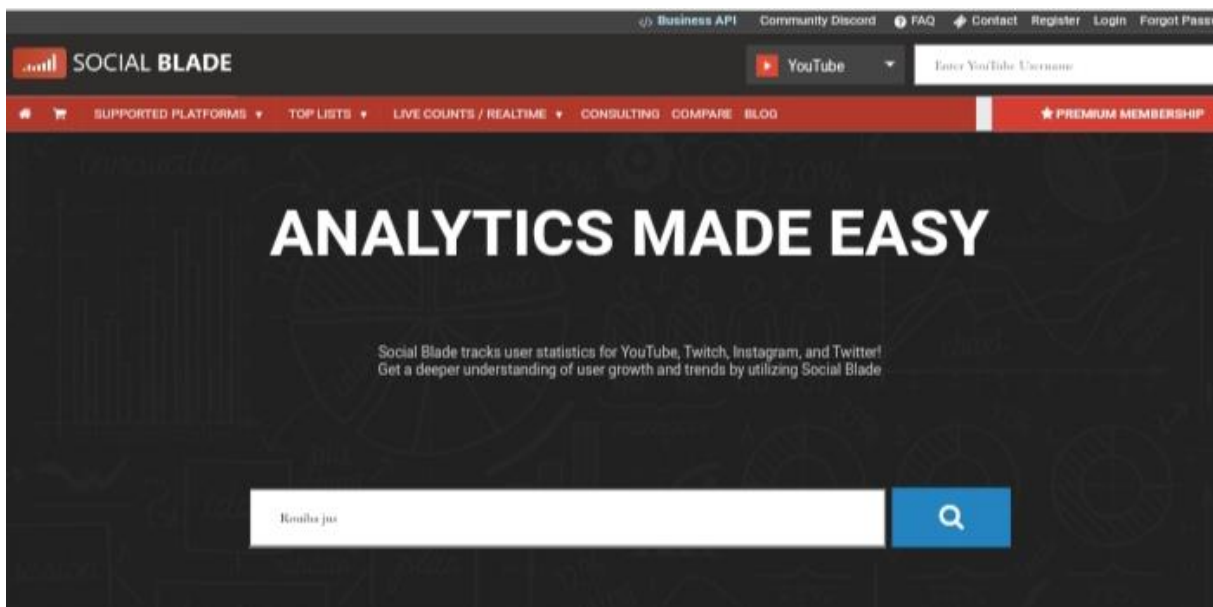
<sup>3</sup> Interview with the Marketing Director and the digital manager at NCA-Rouiba headquarters

<sup>4</sup> Interview with the Account manager and Digital project Chief at Arabesques Communication agency on May the 15<sup>th</sup>, 2024, from 14:40 until 15:15.

### D- Tools and methods for benchmarking

Respondents mention various tools and methods used for benchmarking. The CSR Responsible talks about using Microsoft Teams which is a collaboration platform that facilitates communication for internal benchmarking meetings.<sup>1</sup> The Digital Manager and Marketing Director mention using social media and articles on Google to gather benchmarking insights.<sup>2</sup> At Arabesques Communication Agency, respondents highlight tools like Social Blade, BuzzSumo for quantitative data.<sup>3</sup>

Social Blade is a website that provides analytics and statistics for various social media platforms. Arabesques members use it for benchmarking and tracking the performance of social media accounts. They track follower growth, engagement rate, views...etc. BuzzSumo is a tool that provides information about top performing content on competitor's social media platforms.



**Figure (13) :** Social Blade welcome page

Social Blade is similar to a Google Search Engine; the user can enter the name of the social media account of any company and type on “Search”.

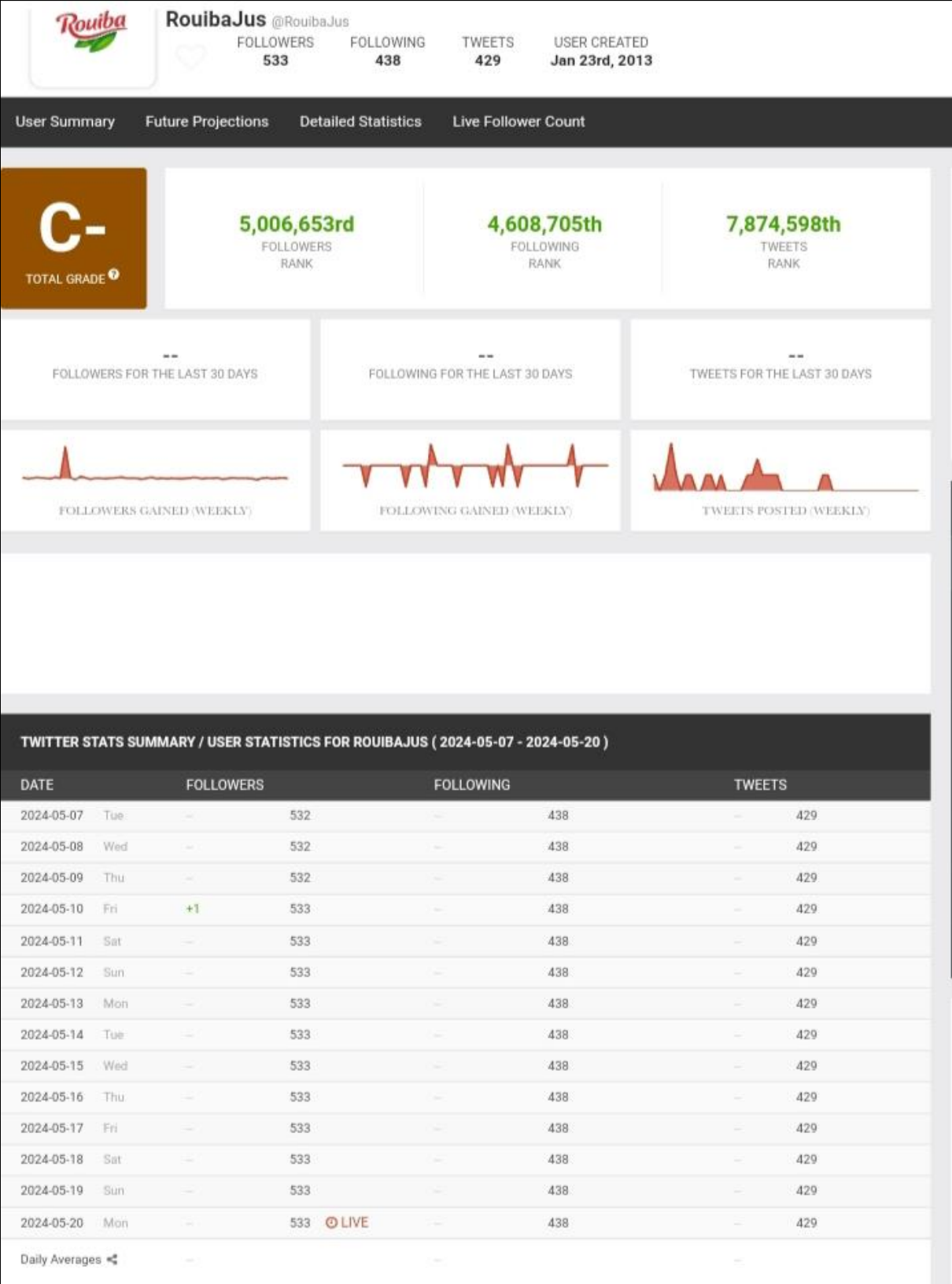
<sup>1</sup> Interview with the CSR responsible at NCA-Rouiba headquarters on May the 12<sup>th</sup>, 2024, from 14:30 until 14:42.

<sup>2</sup> Interview with the Marketing Director and the digital manager at NCA-Rouiba headquarters on May the 13<sup>th</sup>, 2024, from 10:15 until 10:32.

<sup>3</sup> Interview with the Account manager and Digital project chief at Arabesques Communication agency on May the 15<sup>th</sup>, 2024, from 14:40 until 15:15.

**Chapter 4: Case study report**

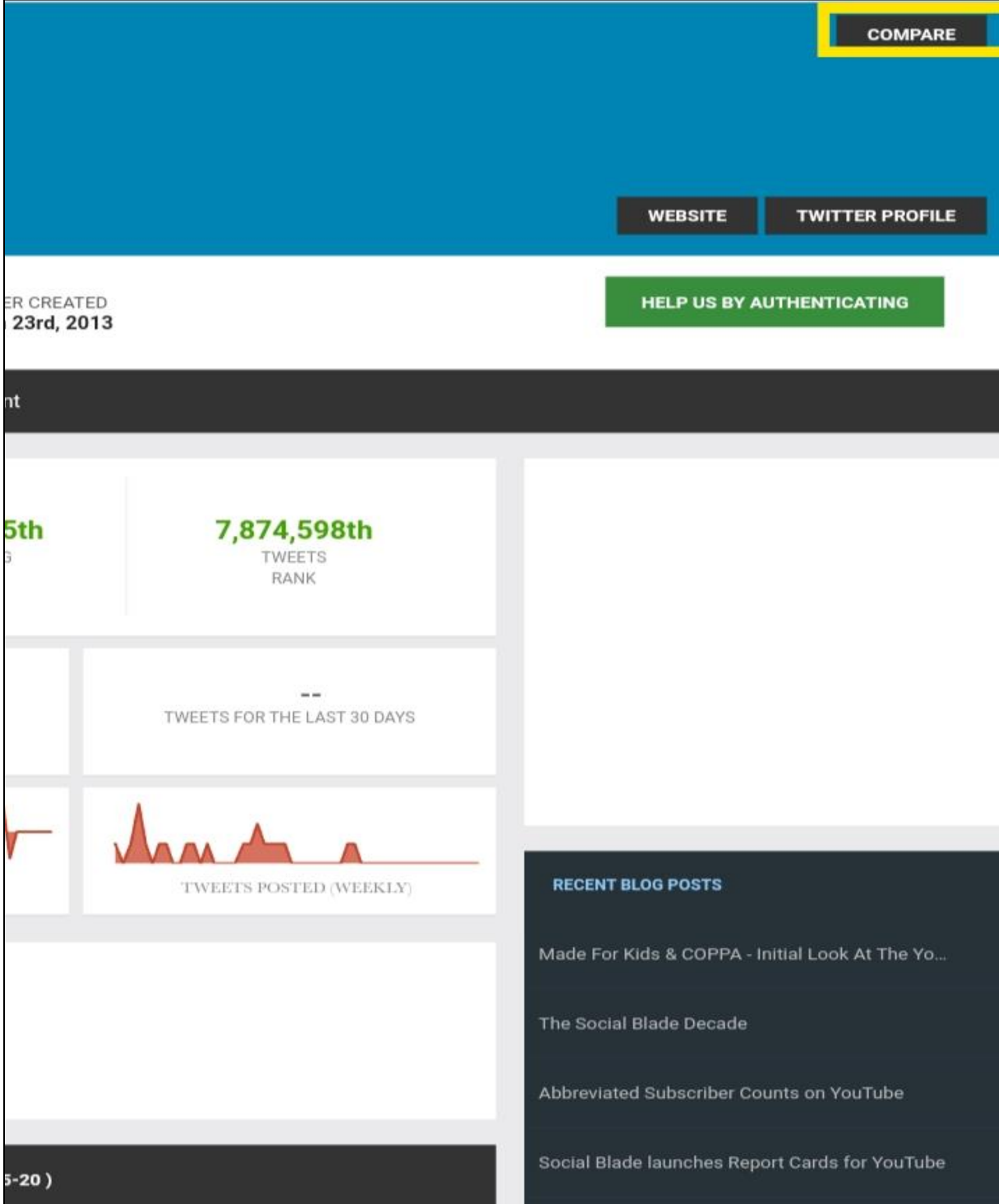
The website automatically finds the account and generate insights about it performance. Figure 14 shows the statistics and the rank of the NCA-Rouiba Twitter account.



**Figure (14):** NCA-Rouiba’s Twitter Account performance.

**Chapter 4: Case study report**

This website also offers the comparative analysis feature. Figure 15 shows the compare button at Social Blade website. By clicking in this button, Arabesques Communication agency can measure the online performance of its clients against their competitors and locate improvement areas.

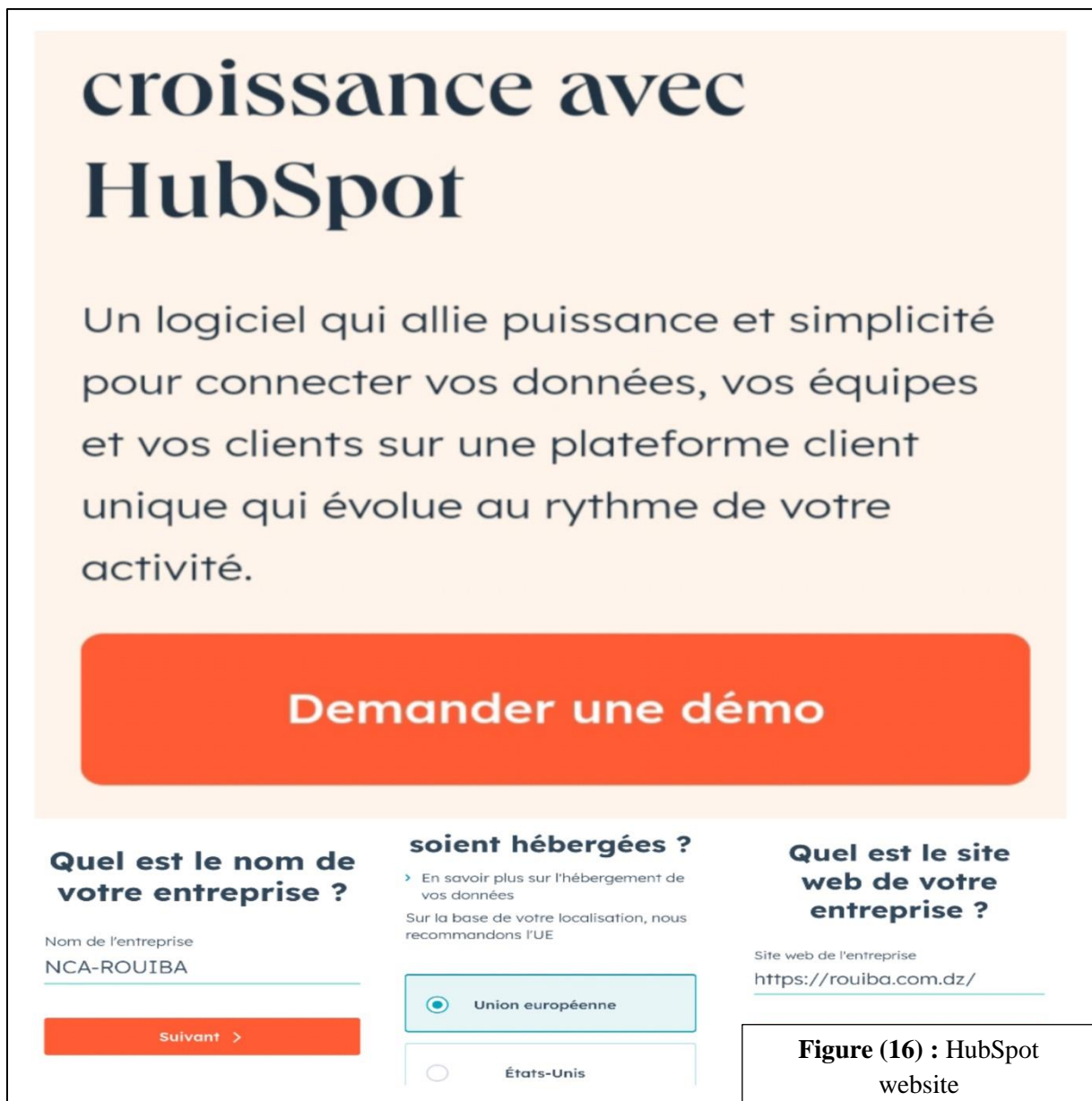


**Figure (15):** the compare button in Social Blade

## Chapter 4: Case study report

However, Arabesques's employees do not only rely on these websites, they collect qualitative data manually by analysing the social media of NCA-Rouiba's competitors to see what content works best. There is a special team at Arabesques for this. They also follow blogs and YouTube channels and annual reports from platforms like HupSpot to stay updated on the latest digital trends.

HubSpot is a platform that does not only assist organizations in their benchmarking practices but also provides updates and reports on the latest trends to keep businesses informed and competitive.



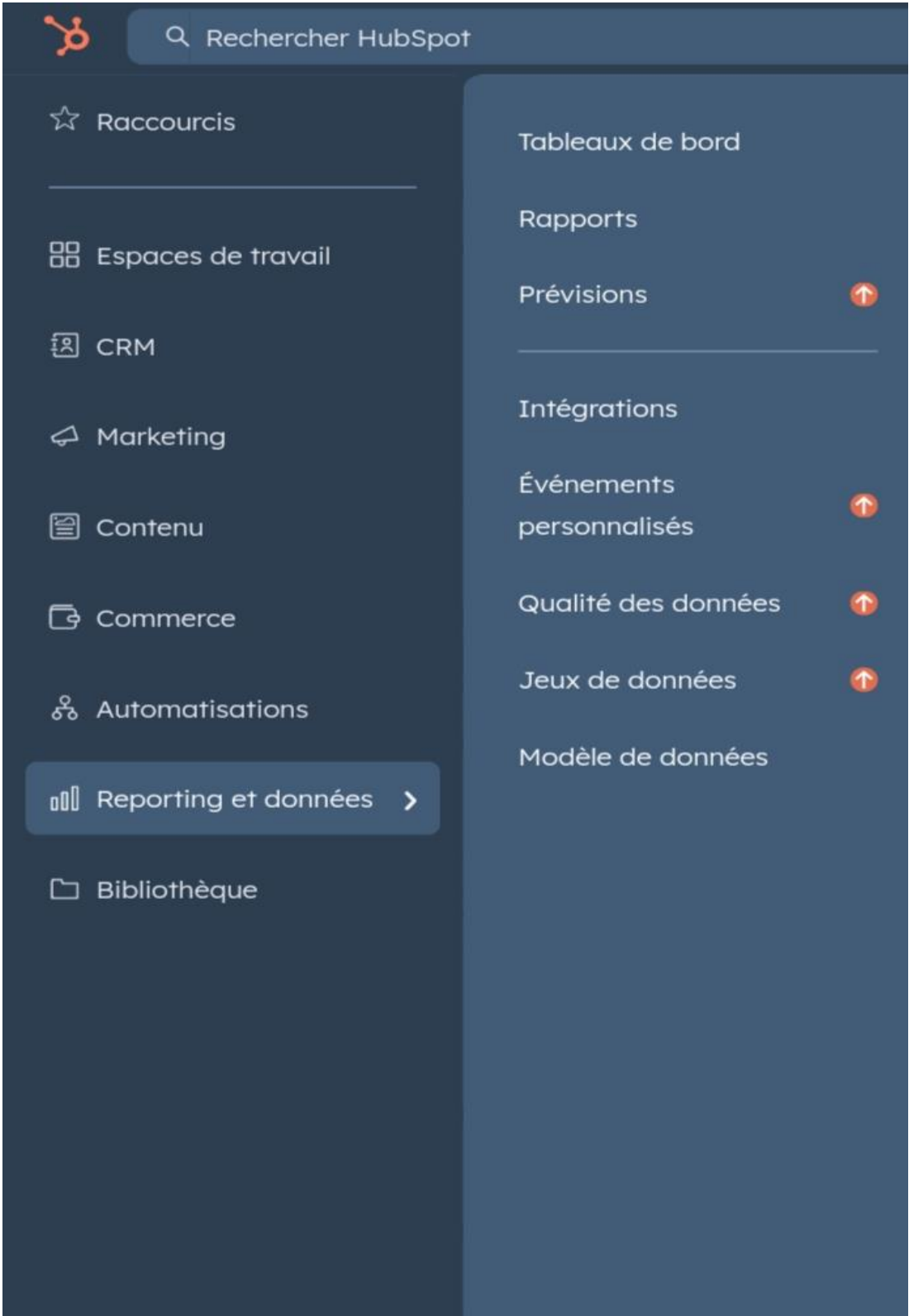
The image shows a HubSpot registration form with the following sections:

- croissance avec HubSpot**  
Un logiciel qui allie puissance et simplicité pour connecter vos données, vos équipes et vos clients sur une plateforme client unique qui évolue au rythme de votre activité.  
**Demander une démo**
- Quel est le nom de votre entreprise ?**  
Nom de l'entreprise  
NCA-ROUIBA  
**Suivant >**
- soient hébergées ?**  
> En savoir plus sur l'hébergement de vos données  
Sur la base de votre localisation, nous recommandons l'UE  
 Union européenne  
 États-Unis
- Quel est le site web de votre entreprise ?**  
Site web de l'entreprise  
<https://rouiba.com.dz/>

**Figure (16) :** HubSpot website

**Chapter 4: Case study report**

Figure 17 demonstrates the set of features offered by HubSpot.



**Figure (17) : HubSpot features**

### **E- Challenges and limitations of benchmarking**

Respondents identify several challenges and limitations in benchmarking within the Algerian context. The CSR Responsible points out that there is no regulatory requirement for CSR benchmarking, making it a voluntary activity. He suggests that mandatory benchmarking with a dedicated budget could enhance its effectiveness.<sup>1</sup> The Digital Manager and Marketing Director highlight the lack of direct access to competitors and the confidentiality of strategic information as major obstacles. They also note that while they can perform benchmarking at the international level, there is no formal internal benchmarking system for communication and marketing within the Castel Group subsidiaries.<sup>2</sup>

### **F- Effectiveness and impact of benchmarking**

All respondents agree on the effectiveness and positive impact of benchmarking on corporate advertising on social media. The CSR Responsible mentions collaborating with a start-up to measure the intangible benefits of their CSR activities.<sup>3</sup> The Digital Manager and Marketing Director describe benchmarking as crucial for maintaining product and communication excellence. They believe that understanding competitors' strategies allows them to develop better products and more effective product and non-product campaigns.<sup>4</sup> The Arabesques Communication Agency respondents note that benchmarking is not about copying competitors but about differentiating and positioning themselves effectively in the market.<sup>5</sup>

---

<sup>1</sup> Interview with the CSR responsible at NCA-Rouiba headquarters on May the 12<sup>th</sup>, 2024, from 14:30 until 14:42.

<sup>2</sup> Interview with the Marketing Director and the digital manager at NCA-Rouiba headquarters on May the 13<sup>th</sup>, 2024, from 10:15 until 10:32.

<sup>3</sup> Interview with the CSR responsible at NCA-Rouiba headquarters

<sup>4</sup> Interview with the Marketing Director and the digital manager at NCA-Rouiba headquarters

<sup>5</sup> Interview with the Account manager and Digital project chief at Arabesques Communication agency on May the 15<sup>th</sup>, 2024, from 14:40 until 15:15.

### 4.3 Discussion

This discussion brings together insights from gathered data at NCA-Rouiba and literature review to address our research questions. The goal is to interpret those findings and place them in a broader theoretical and practical context.

#### **1- What are the primary objectives and motivations behind NCA-Rouiba's use of benchmarking in their social media corporate advertising efforts?**

NCA-Rouiba uses benchmarking to improve their brand image and visibility on social media allowing them to stay competitive and attract more online users to interact with their content which will boost their engagement and increase their positioning on social media.

NCA-Rouiba wants to be seen as a responsible and leading brand in Algeria. Benchmarking helps them learn from best practices such as how other firms are creating powerful and engaging corporate advertisements on social media and see what competitors are doing. This culture of learning within the organization aligns with the process of the organizational learning theory (See section 3 in the literature review)

NCA-Rouiba's motivations and objectives behind the use of benchmarking align with research (See section 2 in the literature review) that shows that benchmarking successful corporate advertising practices enables companies to foster a unique perception of their brand and build strong connections with their target audiences.

#### **2- What are the current NCA-Rouiba's practices of benchmarking on corporate advertising in social media?**

NCA-Rouiba uses both internal and external benchmarking. Internally, they share insights and best practices with other companies in the Castel Group. Externally, they prioritise competitive benchmarking over other types such as functional benchmarking and generic benchmarking using tools like Social Blade, BuzzSumo, and UbSpot to track competitors, analyse market trends, inform their monthly post-in-plan, and gather insights on social media engagement.

NCA-Rouiba practices reflect common trends in digital advertising (See section 1 in the literature review). However, an unexpected finding was that NCA-Rouiba also applies benchmarking to their CSR initiatives, employee motivation, and goodwill efforts. This approach was not found in existing research.

Another finding is that the Marketing department does not prioritise benchmarking corporate advertisements of other firms; their benchmarking activities are product-focused. They view social media primarily as a platform for product advertising, although they acknowledge the importance of brand image and corporate advertising.

This product-focused approach to benchmarking demonstrates a traditional view of advertising, where the primary goal is to drive sales and highlight product features. Prior studies have shown that while product advertisements are crucial to increase sales, corporate advertising attributes value and uniqueness to a brand fostering trust and emotional bonds with audiences. Corporate advertising stands as a crucial element in this highly competitive market where consumers have a large number of firms to choose from (See section 2 in literature review).

NCA-Rouiba's usage of benchmarking in corporate advertising on social media aligns with organizational learning theory, where the company improves and grows by continuously acquiring new knowledge (See section 3 in literature review). The findings highlighted the importance of internal sharing and collaboration between NCA-Rouiba and other subsidiaries of Castel group ensuring that all CSR responsables are well informed of best practices.

Adjustments on communication styles and adaptation to each social media platform reflect single-loop learning, aimed at improving specific aspects of social media performance based on benchmarking data

### **3- What are the key challenges and limitations faced by NCA-Rouiba when implementing benchmarking practices on its social media corporate advertising efforts?**

NCA-Rouiba faces several challenges in benchmarking. One challenge is data availability because many firms refuse to share their best practices and consider them confidential and classified.

Also, there is no budget dedicated to benchmarking: Arabesques Communication benchmarking team switches from a website to another because of the end of the free trial. Therefore, the team has to start another benchmarking dashboard. Additionally, the fast changes in social media require constant adaptation, making it hard to keep benchmarking up to date.

These challenges are common in research (See section 1 in literature review), organizations are be less open to sharing best practice information with external organizations due to concerns about confidentiality and competitive advantage. Additionally, the practice of effective benchmarking needs resources; without specific budget firms cannot invest in trainings and tools which can limit the effectiveness of their benchmarking efforts.

Recognising the importance of both allocating resources to conduct benchmarking and creating powerful corporate advertisements on social media instead of focusing only on NCA-Rouiba products could lead to double-learning.

#### **4- How does NCA-Rouiba adapt its social media corporate advertising strategy based on insights derived from benchmarking data and analysis?**

NCA-Rouiba adapts its social media advertising strategy by using benchmarking findings in its content and campaigns. They tailor their content to different social media platforms, understanding that each platform has its unique audience. They adjust their messages and visuals based on top performing corporate advertisements identified through benchmarking. They use competitor analysis and social media trends to create engaging content for their audience. They also monitor their campaigns and make adjustments to improve engagement and reach.

In research, the effective use of benchmarking contributes to informing strategic decisions to achieve better results (See section 1 in literature review). NCA-Rouiba reflects these studies. The company demonstrated a commitment to learning and adapting in the competitive landscape of social media.

### 4.4 Implications and action plan

Based on the discussion of findings, we propose a series of recommendations for both the strategic level (**NCA-Rouiba**) as well as the operational level (**Arabesques Communication agency**).

First, NCA-Rouiba should allocate a dedicated budget for benchmarking activities, including tools for data collection and analysis, as well as trainings for Marketing and QHSE to keep them updated on the latest trends, tools and platform algorithms. Second, NCA-Rouiba should expand benchmarking efforts to include CSR initiatives, employee motivation, and good will activities. Third, the Marketing department and the QHSE department need to collaborate together to integrate product-focused and corporate advertising benchmarks on social media platforms. Last, NCA-Rouiba should consider developing a long-term strategic vision for corporate advertising on social media platforms, incorporating findings from benchmarking and organizational learning to stay ahead of the competition.

Arabesques should invest in advanced data collection and analysis tools to improve the effectiveness of benchmarking practices and focus on creating powerful corporate-messages more than visuals. Secondly, Arabesques should conduct audience analysis to understand the demographics, preferences, and behaviours of NCA-Rouiba's target audience on social media platforms. Thirdly, Arabesques should work collaboratively with NCA-Rouiba's members to diversify content and identify creative and innovative content creation practices such as storytelling and user-generated content initiatives....etc.

We translated these recommendations into actionable steps shown in table 9 which demonstrates a short term action plan.

- 1- Collaborate with lecturers from the National Higher School of Journalism including Pr.Lalaoui, Dr.Ardjoun, and Pr. Bougettaya to raise awareness about the importance of corporate advertising on social media and its role in differentiating a brand from its competitors.

## Chapter 4: Case study report

- 2- Establish a benchmarking committee that brings together representatives from the Marketing and QHSE departments to work collaboratively on benchmarking initiatives. This committee will be responsible for setting goals, allocating resources and monitoring progress.
- 3- Arabesques agency should organize training workshops for NCA-Rouiba's Marketing and QHSE teams regarding benchmarking and latest digital trends.
- 4- Pay an annual membership for a benchmarking tool it could be either Social Blade or Buzz Sumo or another analytical website that Arabesques had not previously worked with.
- 5- Organize brainstorming sessions to craft creative corporate advertisements.
- 6- Establish regular review meetings to assess the impact of benchmarking on corporate advertising performance on social media.

**Table (10): Short Term Action Sheet**

<b>Issue</b>	<b>Responsible</b>	<b>Required Resources</b>	<b>Cost</b>	<b>Time frame</b>
<b>Establish a benchmarking committee</b>	NCA-Rouiba's and Arabesques's Management	Committee members	Minimal (staff time)	0-3 months
<b>Implement advanced analytics tools at Arabesques</b>	Arabesques Digital department	Software subscriptions, trainings	999\$ The equivalent of 134333,53 DA	0-3 months
<b>On-going benchmarking training workshops</b>	Arabesques digital project chief	Conference room, administrative support.	To be determined	0-3 months

## Chapter 4: Case study report

---

<b>Raise awareness about the importance of corporate advertising</b>	NCA-Rouiba's Management in collaboration with the National Higher School of Journalism and Information Sciences	Conference room, administrative support	To be determined	0-3 months
<b>Craft powerful corporate advertisements based on benchmarking insights.</b>	NCA-Rouiba's Marketing and QHSE departments in collaboration with Arabesques.	Brainstorm meetings, creation of a shared document on google drive that contains corporate content ideas.	Minimal (Staff time)	0-3 months

### **Conclusion**

In conclusion, this case study explored how NCA-Rouiba uses benchmarking to improve its corporate advertising on social media. While benchmarking brings many benefits, it also has challenges like limited resources. Despite this, NCA-Rouiba and Arabesques Communication Agency can use these insights to improve their corporate advertising agency and stay ahead of the competition.

**General conclusion**

### Conclusion

In conclusion, benchmarking is a powerful tool that influences NCA-Rouiba's corporate advertising on social media. By learning from best practices and adapting to new trends, NCA-Rouiba can maintain an impactful presence in the social media world. Through an in-depth case study, encompassing document analysis, interviews, and the application of the organizational learning theory, we have highlighted key influences of benchmarking including the enhancement of corporate advertising strategy and messaging, the innovation and adaptation to the fast-paced world of social media as well as the improvement of engagement strategy.

Despite its benefits, the implementation of benchmarking is not without its challenges which include the absence of a dedicated budget, the sensitivity of competitive information, and the product-focused approach on social media. Therefore, addressing these issues is pivotal for an effective benchmarking. Moreover the findings outlined a unique aspect of NCA-Rouiba's practice; the application of benchmarking to CSR initiatives. This highlights an innovative use of benchmarking that extends beyond traditional marketing metrics.

The journey of understanding and exploring this topic opens avenues for further research. Future research should focus on assessing the long-term impact of benchmarking on corporate advertising performance. Conducting comparative studies across different or similar industries could offer a broader perspective on the effectiveness of benchmarking in corporate advertising. Exploring the role of artificial intelligence in enhancing benchmarking practices could be a valuable area of research since these technologies have the potential to provide more precise insights. Investigating how consumers perceive changes in corporate advertising resulting from benchmarking could offer valuable insights for enterprises; this can be done through intensive focus group discussions.

As NCA-Rouiba continues to learn and adapt to the social media landscape, benchmarking will undoubtedly remain a vital tool driving continuous improvement and excellence. By measuring its corporate advertising efforts against those of competitors and industry leaders; NCA-Rouiba can build a strong brand image that influences customer perceptions and their purchasing decisions.

## **References**

### References

#### Books

- 1- Aktan Ercan & Ozupek M.N, *Corporate advertising at the age of social media*, extracted from (Handbook of Research on Effective Advertising strategies in the Social Media Age), Taskiran Nurdan Oncel & Yilmaz Recep, Hershey PA, USA : IGI Global, 2015.
- 2- Andersen Bjorn & Pettersen Per-Gaule, *The Benchmarking Handbook*, (1st ed), London: Chapman& Hall, 1996.
- 3- Bhattacharjee Anol, *Social Science Research: Principles, Methods, and Practices*, (2<sup>nd</sup> ed), Digital Commons, University of South Florida, 2012.
- 4- Bratianu Constantin, *Organizational Knowledge Dynamics : Managing Knowledge Creation, Acquisition, Sharing, and transformation*, Chapter 12, Hershey: IGI Global, 2015.
- 5- Buser Thomas & Oosterbeek Hessel, *The Anatomy of Competitiveness*, IZA Institute of Labor Economics, 2023.
- 6- Crowther David & Aras Guler, *Corporate Social Responsibility*, (1<sup>st</sup> ed), Ventus Publishing ApS, 2008, p 11. Crowther David & Aras Guler, *Corporate Social Responsibility*, (1<sup>st</sup> ed), Ventus Publishing ApS, 2008.
- 7- De Feo Joseph A, *Juran's Quality Handbook: The Complete guide to Performance Excellence*, (7th ed), McGraw-Hill Education, 2017.
- 8- Easterby-Smith Mark & Lyles Marjorie A, *Handbook of Organizational Learning and Knowledge Management*, (2nd ed), John Wiley & Sons, 2011.
- 9- Flanagan George A, *Modern Institutional Advertising*, (1st ed) , McGraw-Hill Book Company, 1967.
- 10- Garbett Thomas F, *Corporate advertising: the what, the why and the how*, (1<sup>st</sup> ed), New York: McGraw-Hill, 1981.
- 11- Garcia Stephen M, *The Psychology of Competition: A Social Comparison Perspective*, NDLScholarship, 2013.
- 12- Miller Monica K & Reichert Jenny, *Social Comparison Theory*, extracted from ( *The Blackwell Encyclopaedia of Sociology*), edited by Ritzer George, John Wiley and sons, Ltd, 2015.

## References

---

- 13- Maitland Angus, *Corporate advertising*, extracted from (Strategic Public Relations), Hart Norman A, (1<sup>st</sup> ed) Houndmills, Basingstoke, Hampshire: Macmillan Press LTD, 1995.
- 14- Sammut-Bonnici Tanya, Benchmarking, extracted from (Wiley Encyclopaedia of Management), edited by Professor Sir Cary L Cooper, John Wiley & Sons, Ltd, 2014.
- 15- Stapenhurst Tim, *The Benchmarking Book*, (1. Ed), Linacre house, Jordan Hill, Oxford: Elsevier Ltd, 2009.
- 16- Taskiran Nurdan Oncel & Yilmaz Recep, *Handbook of Research on Effective Advertising strategies in the Social Media Age*, Hershey PA, USA : IGI Global, 2015.
- 17- University of Pretoria, Methodological Approach, derived from ‘*Research methodology*’, 2023.
- 18- Zairi Mohamed & Leonard Paul, *Practical Benchmarking: The Complete Guide*, ( 1st ed), Chapman & Hall, 1996.

## Books in Arabic

- 1- خضير كاظم حمود و موسى سلامة اللوزي, منهجية البحث العلمي, ( ط 1 ), عمان-الأردن: إثراء للنشر و التوزيع, 2008.

## Academic papers

- 1- Agarwal P.K, Kumar Pradeep, Kansal Mani & Kumar Manish, Benchmarking : A Tool for Gaining Competitive Advantage ( A Case Study of Xerox), 2011.
- 2- Ali Jamshid, Sorooshian Shahreyar, Mahmud Fatimah Benti & Javed Yasir, Theoretical and Historical Prospective of Organizational Learning, International Journal of Engineering & Technology, 2018.
- 3- Anisimova Tatiana, Benchmarking desired corporate brand image in relation to stakeholders: a managerial perspective, Qualitative Market Research: An International Journal, Vol.17, No.4, 2014.
- 4- Basten Dirk & Haamann Thilo, Approaches for Organizational Learning: A literature Review, Sage Open, 2018.
- 5- Bhutta M. Khurram S & Huq Faizul, Benchmarking- Best Practices: An Integrated Approach, Benchmarking: An International Journal, Vol. 6, No.3, 1999.
- 6- Biehal Gabriel J & Sheinin Daniel A, Managing a brand in a corporate advertising environment, Journal of Advertising, Vol.2, No.27, 1998.

## References

---

- 7- Camp Robert C, A bible for benchmarking by Xerox, Financial Executive, Vol.9, Issue 4, 1993.
- 8- Carina Cleyhans & Joseph Roberson, Barriers to the practice of benchmarking in South African restaurants, Journal of Problems and Perspectives in Management, Vol.15, No.2, 2017.
- 9- Cvitanovic Petra Leonora, Digital Marketing Benchmarks Leveraged by Marketing Analytics Tools, Microsoft Hrvatska d.o.o, 2019.
- 10- Dragolea Larisa Loredana & Cotirlea Denisa, Benchmarking- A Valid Strategy for the Long Term, Annales Universitatis Apulensis Series Oeconomica, VOL 2, N11, 2009.
- 11- Edmondson Amy & Moingeon Bertrand, From Organizational Learning to the Learning Organization, Management Learning, 1998.
- 12- Gomez-Vasquez Lina & Soto-Vélez Ivette, Social Media as a Strategic Tool for Corporate Communication, Revisita Internacional De Relaciones Publicas, VOL 1, N2, 2011.
- 13- Graham Page & Fearn Helen, Corporate Reputation: What Do Consumers Really Care About?, Journal of Advertising Research, 2005.
- 14- Griese Noel L, AT&T : 1908 Origins of the Nation's Oldest Continuous Institutional Advertising Campaign, Journal of Advertising, Vol.6, No.3, 1977.
- 15- Haller Terry, Selecting Corporate Advertising Themes, Journal of Business Strategy, Vol.2, No.2, 1981.
- 16- Kartik Pashupati, Laura Arpan, & Alexandre Nikolaev, Corporate advertising as an inoculation against negative news, Journal of Current Issues and Research in Advertising, Vol.24, No. 2, 2002.
- 17- Kenyon George N & Sen Kabir, Creating a Competitive Advantage, 2015.
- 18- Leon Mann, Danny Samson & Douglas Dow, A field experiment on the effects of benchmarking and goal setting on company sales performance, Journal of Management, Vol.24, No.1, 1998.
- 19- Levitt Barbara & March James G, Organizational Learning, Annual review of Sociology, Vol.14, 1988.
- 20- Mann Robin, The History of Benchmarking and its Role in Inspiration, Journal of Inspiration Economy, Vol. 2, No. 2, 2015.
- 21- McLeod Douglas M & Kunita Motoko, A Comparative Analysis of the Use of Corporate Advertising in the United States and Japan, International Journal of Advertising, 2015.

## References

---

- 22- Moriarty John P & Smallman Clive, En Route to a Theory of Benchmarking, Benchmarking : An International Journal, Vol.16, No.4, 2009.
- 23- Sousa Paulo Amaral Rui, Barriers to internal benchmarking initiatives: an empirical investigation, Benchmarking: An International Journal, 2009.
- 24- Zeynep Murat Colpa, Institutional advertising in the context of social representation theory: the case of Coca-Cola, Journal of Current Researchers on Social Sciences, Vol.6, No.1, 2016.
- 25- Zuniga-Collazos Alexander, Castillo-Palacio Marysol & Padilla-Delgado Lina Marcela, Organizational Competitiveness : The Conceptualization and its Evolution, Journal of Tourism and Hospitality Management, Vol.7, No.1, 2019.

## Academic papers in French

- 1- Mekdoud Samira & Ouacherine Hassane, L'état Des Lieux De La Pratique Du Benchmarking En Algérie (the state of benchmarking practice in Algeria), La Revue des Sciences Commerciales, Vol.15, No.1, 2016.

## Conference papers

- 1- Zairi Mohamed, Benchmarking for best practice : the power of its adoption and the perils of ignoring its use in a modern business environment, Pakistan's 9<sup>th</sup> International Convention on Quality Improvement, 2005.

## Websites

- 1- The Cambridge English dictionary: meanings and definitions, electronic dictionary, Cambridge University Press, <https://dictionary.cambridge.org/dictionary/english/benchmarking?q=benchmarking+> , consulted on December 12, 2023, at 18:40.
- 2- The Global Benchmarking Network: Vision& Mission, The GBN Official Website, <https://www.globalbenchmarking.org/index.php/about-the-network/vision-mission-values> , consulted on February 10, 2024, at 07: 51.
- 3- Turnaround Industry Network Conference, The Benchmarking Code of Conduct, PDF, <https://www.tinconference.com> , consulted on February 16, 2024, at 06:30.

## References

---

### Reports

- 1- Kohler Kevin, *Strategic Foresight: Knowledge, Tools and Methods for the Future, Risk And Resilience Report*, Centre for Security Studies, 2021.

### Reports in french

- 1- Kahina Tounsi, *Rapport de développement durable : notre engagement pour un monde meilleur*, 2018.

### Dictionaries

- 1- Chandler Daniel & Munday Rod, *A Dictionary of Media and Communication*, (1 ed.), Oxford University Press, 2011.
- 2- Danesi Marcel, *Dictionary of Media and Communications*, Armonk, New York: M.E.Sharpe, 2009.
- 3- Doyle Charles, *A Dictionary of Marketing*, (4<sup>th</sup> ed), Oxford University Press, 2011.

### Personal communications

- 1- Husseyn Djaridi, *Manuel Système de Management intégré*, M-01-1 (V21) Manuel Qualité, 2023.

### Audio-visual materials

- 1- Mark Proctor, “how to write a dissertation at undergraduate or master’s level”, 2018, [https://youtu.be/10\\_Go1KzAyE?si=WZtz33vFL4HQL-Bx](https://youtu.be/10_Go1KzAyE?si=WZtz33vFL4HQL-Bx) seen on March 26<sup>th</sup>, 2024 at 15:30.
- 2- Rosie Crawford, “How to Write a First Class Dissertation/ Oxford Social Sciences Graduate”, 2019, <https://youtu.be/SCH1HXrhjFQ?si=R-0UgIXn1PRNW7yB> seen on March the 26<sup>th</sup>, 2024 at 23:46.

## Table of contents

<b>Topic</b>	<b>Page</b>
Acknowledgements	<b>A</b>
Dedication	<b>B</b>
Special dedication	<b>C</b>
Abstract	<b>D</b>
Research plan	<b>E</b>
List of tables	<b>F</b>
List of figures	<b>G</b>
List of abbreviations	<b>H</b>
Introduction	<b>1-2</b>
<b>Chapter 1: Problem statement, research significance and conceptual framework</b>	<b>3</b>
Opening	<b>4</b>
Section 1: Problem Statement	<b>4-5</b>
Section 2: Research motivations	<b>6</b>
Section 3: Research importance and contribution	<b>6</b>
Section 4: Research aims	<b>6</b>
Section 5: Conceptual framework	<b>7-8</b>
Section 6: Previous studies	<b>9-15</b>
Conclusion	<b>16</b>

<b>Chapter 2: Literature review</b>	<b>17</b>
Opening	<b>18</b>
Section 1: Benchmarking theoretical framework	<b>18</b>
Benchmarking: the what and the for what	<b>18-20</b>
Benchmarking roots and history: from surveying to business	<b>21-23</b>
Benchmarking taxonomy	<b>23-25</b>
Benchmarking process and methodology	<b>25-30</b>
Benchmarking toolbox for excellence	<b>30-31</b>
Benchmarking barriers and ethical concerns	<b>32-34</b>
Section 2: Corporate advertising theoretical framework	<b>35</b>
Corporate advertising: the cry for a positive image and brand championship	<b>35</b>
Corporate advertising history	<b>35-37</b>
Corporate advertising taxonomy	<b>37-38</b>
Corporate advertising messages and target audiences	<b>38-41</b>
Why waste tons of money on non-product advertising	<b>41</b>
Benchmarking and corporate advertising in the social media landscape	<b>42</b>
Section 3: Research underpinning theory	<b>42</b>
An overview of the organizational learning theory	<b>42-43</b>
The organizational learning theory from a historical perspective	<b>43</b>
The organizational learning process	<b>44</b>

Relevance to the research	<b>44</b>
Section 4: Visualization of the theoretical framework	<b>45</b>
Conclusion	<b>46</b>
<b>Chapter 3: Research design and methodology</b>	<b>47</b>
Opening	<b>48</b>
Section 1: Research approach	<b>48</b>
Section 2: Data collection methods	<b>48-49</b>
Section 3: Research questions	<b>50</b>
Section 4: Psychometric properties	<b>51-52</b>
Validity	<b>51-52</b>
Reliability	<b>52</b>
Section 5: Visualization of the methodology	<b>53</b>
Conclusion	<b>54</b>
<b>Chapter 4: Case study report</b>	<b>55</b>
Opening	<b>56</b>
Section 1: Case site description	<b>56-60</b>
Section 2: Data collection and analysis	<b>61-79</b>
Findings from document analysis	<b>61-69</b>
Findings from interviews	<b>70-79</b>
Section 3: Discussion	<b>80-82</b>

Section 4: Implications and action plan	<b>83-85</b>
Conclusion	<b>86</b>
General conclusion	<b>87-88</b>
References	<b>89-94</b>
Appendices	<b>95-98</b>

## **Appendices**



**Ministry of Higher Education and Scientific Research**

**The National Higher School of Journalism and Information Sciences**

**Information Sciences Department**

**Interview guides about**

**The Impact of Benchmarking on Corporate Advertising in the Social  
Media Landscape**

Case Study: NCA-Rouiba from March the 1<sup>st</sup> to May the 15<sup>th</sup>, 2024

Realized by: **Belkais Touahria**

Supervised by: **Pr. Khaled Lalaoui**

**Academic year: 2023-2024**

## **Interview guide for NCA-Rouiba's Marketing Director and other employees in supervisory roles - English version**

### **Introduction**

Thank you for taking the time for this interview. Before we begin, I would like you to know that all information shared during this interview will be used solely for academic purposes.

The purpose of this interview is to explore your perspectives regarding the impact of benchmarking on corporate advertising in the social media landscape.

Is it okay for you that I record the interview?

Do you have any questions or comments before we dive in?

### **1 Addressing the competitive landscape of social media**

How do you describe the role and importance of social media networks for NCA-Rouiba?

### **2 The importance of corporate advertising**

NCA-Rouiba can be considered one of the major firms that prioritize corporate advertising especially on social media. We have noticed that the number of corporate advertisements on your social media platforms is much superior to product advertisements and this leads me to my question: why do you prioritize this form of advertising on social media networks?

### **3 Understanding benchmarking practices**

The documentation of some of NCA-Rouiba's internal records including the integrated Management System Manuel, the Sustainable Development Report and ISO 26000 CSR Approach Report highlighted the fact that NCA-Rouiba envisions excellence in everything including product quality, corporate social responsibility, employee satisfaction, client satisfaction, sustainable development, brand awareness...etc. All of these elements are major components of corporate advertising. We can see that NCA-Rouiba is continuously in search of the best practices to be implemented.

Would you consider this as benchmarking? If yes, why?

Does NCA-Rouiba follow any specific benchmarking process to adjust and refine its corporate advertising strategy?

#### **4 Benchmarking types and benchmarks selection**

How does NCA-Rouiba select benchmarks for its corporate advertising?

#### **5 Challenges and obstacles**

What are some of the challenges encountered when using benchmarking in corporate advertising on social media?

In your opinion, what are the barriers to the practice of benchmarking in Algeria?

#### **Closing**

Thank you for sharing your perspectives with me today. Your input will highly contribute to my research. Is there anything else you would like to add before we conclude?

## **Interview guide for NCA-Rouiba's Marketing Director and other employees in supervisory roles – French version**

### **Introduction**

Merci d'avoir pris le temps pour cet entretien. Avant de commencer, je tiens à vous informer que toutes les informations partagées lors de cet entretien seront utilisées uniquement à des fins académiques. L'objectif de cet entretien est d'explorer votre perspective sur l'impact de benchmarking sur la publicité institutionnelle dans le paysage des réseaux sociaux numériques.

Est-il acceptable pour vous que j'enregistre l'entretien ?

Avez-vous des questions ou des commentaires avant que nous commençons ?

### **1 Le paysage concurrentiel des réseaux sociaux numériques**

Comment décrivez-vous le rôle et l'importance des réseaux sociaux numériques pour la NCA-Rouiba ?

### **2 L'importance de la publicité institutionnelle**

Nous avons remarqué que le nombre de publicités institutionnelles sur vos plateformes de réseaux sociaux numériques est beaucoup plus important que les publicités de produits, ce qui m'amène à ma question : pourquoi accordez-vous la priorité à cette forme de publicité sur les réseaux sociaux numériques ?

### **3 Compréhension des pratiques de benchmarking**

La documentation de quelques rapports internes de la NCA-Rouiba a mis en évidence le fait que la NCA-Rouiba envisage l'excellence dans tout, y compris la qualité des produits, la responsabilité sociale des entreprises, la satisfaction des employés, la satisfaction des clients, le développement durable, la notoriété de la marque...etc. Tous ces éléments sont des composants majeurs de la publicité institutionnelle. Nous constatons que la NCA-Rouiba est constamment à la recherche des meilleures pratiques à mettre en œuvre.

Est-ce que vous considérez ça comme benchmarking ? Si votre réponse est un oui, pourquoi ?

La NCA-Rouiba suit-elle un processus de benchmarking spécifique pour ajuster et affiner sa stratégie de publicité institutionnelle ?

#### **4 Types de benchmarking et sélection des benchmarks**

Comment la NCA-Rouiba sélectionne des benchmarks pour sa publicité institutionnelle ?

#### **5 Défis et obstacles**

Quels sont certains des défis et obstacles rencontrés lors de l'utilisation du benchmarking dans la publicité institutionnelle sur les réseaux sociaux ?

Quelles sont les limitations du benchmarking dans le contexte algérien ?

#### **Conclusion**

Merci d'avoir partagé vos perspectives avec moi aujourd'hui. Votre contribution sera très précieuse pour mes recherches. Y-a-t-il autre chose que vous aimerez ajouter avant que nous ne concluions ?

## **Interview guide for Arabesque Communication Agency's employees- English version**

### **Introduction**

Thank you for taking the time for this interview. I'm Belkais Touahria, a student at the National Higher School of Journalism and Information Sciences. Before we begin, I would like you to know that all information shared during this interview will be used solely for academic purposes.

The purpose of this interview is to gain insights from your perspective on the impact of benchmarking on corporate advertising in the competitive landscape of social media.

Is it okay for you that I record the interview?

### **1 Understanding of benchmarking practices**

Could you describe the benchmarking process or methodology followed by Arabesques Agency?

What specific tools or softwares do you use to gather benchmarking data and conduct analysis?

### **2 Benchmarking types and benchmarks selection**

How does Arabesques agency select benchmarks to enhance NCA-Rouiba's corporate advertising on social media?

### **3 Challenges and limitations**

What challenges do you encounter when using benchmarking to enhance NCA-Rouiba Company's corporate advertising efforts on social media platforms?

In your opinion, what are the barriers to the practice of benchmarking in Algeria?

### **Closing**

Thank you for sharing your perspectives with me today. Your input will highly contribute to my research. Is there anything else you would like to add before we conclude?

## **Interview guide for Arabesques Communication Agency's employees - French version**

### **Introduction**

Merci d'avoir pris le temps pour cet entretien. Je suis Touahria Belkais, étudiante à l'Ecole Nationale Supérieure de Journalisme et des Sciences de l'Information. Avant de commencer, je tiens à vous informer que toutes les informations partagées lors de cet entretien seront utilisées uniquement à des fins académiques.

L'objectif de cet entretien est d'explorer votre perspectives sur l'impact du benchmarking sur la publicité d'entreprise dans le paysage concurrentiel des réseaux sociaux numériques.

Est-il acceptable pour vous que j'enregistre l'entretien ?

Avez-vous des questions ou des commentaires avant que nous commençons ?

### **1 Compréhension des pratiques de Benchmarking**

Pouvez-vous décrire le processus ou la méthodologie de benchmarking suivie par l'agence Arabesques lors de la mesure et l'amélioration de la présence de la NCA-Rouiba sur les réseaux sociaux ?

Quels outils ou logiciels spécifiques utilisez-vous pour collecter et analyser les données du benchmarking ?

### **2 Types de benchmarking et sélection des benchmarks**

Comment l'agence Arabesques sélectionne des benchmarks pour optimiser la publicité institutionnelle de la NCA-Rouiba ?

### **3 Défis**

Quels défis rencontrez-vous lors de l'utilisation du benchmarking pour améliorer la performance des publicités institutionnelles sur les réseaux sociaux numériques ?

Selon vos opinions, quelles sont les limitations du benchmarking dans le contexte algérien ?

## **Conclusion**

Merci d'avoir partagé vos perspectives avec moi aujourd'hui. Vos contributions seront d'une grande valeur pour ma recherche. Y a-t-il autre chose que vous aimerez ajouter avant que nous concluions ?



**Ministry of Higher Education and Scientific Research**

**The National Higher School of Journalism and Information Sciences**

**Information Sciences Department**

## **Interviews transcripts**

### **The Impact of Benchmarking on Corporate Advertising in the Social Media Landscape**

Case Study: NCA-Rouiba from March the 1<sup>st</sup> to May the 15<sup>th</sup>, 2024

Realized by: **Belkais Touahria**

Supervised by: **Pr. Khaled Lalaoui**

**Academic year: 2023-2024**

## **First interview with NCA-Rouiba CSR responsible**

### **French Transcript**

**Interviewer:** Comment décrivez-vous le rôle et l'importance des réseaux sociaux numériques pour la NCA Rouiba?

**Responsable RSE:** Ces plateformes sont importantes pour valoriser l'image de marque et l'image de l'entreprise citoyenne. Moi, comme responsable RSE, je travaille sur cette image d'entreprise citoyenne par les actions caritatives, les dons, les sponsorings, les actions de protection de l'environnement, encouragement de l'innovation et des startups... et, et les réseaux sociaux aident à faire connaître cet aspect de l'entreprise citoyenne.

**Interviewer:** Pourquoi vous priorisez la publicité institutionnelle sur les réseaux sociaux numériques?

**Responsable RSE:** Cette forme de publicité est une démarche volontaire instaurée depuis 2010 à la NCA-Rouiba. En 2017, il y avait le lancement de cette démarche pour instaurer la vision de l'entreprise citoyenne. Mais maintenant, c'est devenu une obligation pour n'importe quelle entreprise. Au début, il y avait de la publicité institutionnelle qu'à l'intérieur de l'entreprise, mais ça a été externalisé au fur et à mesure et sans demander rien en retour.

**Interviewer:** Est-ce que vous trouvez cette démarche de la vision d'être une entreprise citoyenne efficace ? Parce qu'on demande souvent pourquoi dépenser autant d'argent sans rien demander en retour.

**Responsable RSE:** Notre travail a ce côté intangible mais on a collaboré avec une startup pour chiffrer ce retour.

**Interviewer:** Nous constatons que la NCA-Rouiba est constamment à la recherche des meilleures pratiques à mettre dans le domaine de la publicité institutionnelle. Est-ce que vous considérez ça comme du benchmarking ? Si oui, pourquoi ?

**Responsable RSE:** Oui, c'est du benchmarking et c'est nécessaire pour nous dans le cadre de la responsabilité sociale et environnementale pour s'améliorer.

**Interviewer:** Est-ce que vous suivez un processus ou une méthodologie pour faire du benchmarking pour ajuster et affiner la stratégie de publicité institutionnelle de la NCA-Rouiba ?

**Responsable RSE:** Vous voulez dire quoi par cette question ?

**Interviewer:** Il y a plusieurs chercheurs qui ont introduit différents modèles de benchmarking avec des étapes à suivre. Il y a des initiatives de benchmarking qui commencent par une phase de préparation dont on sélectionne des benchmarks, on fait des analyses de SWOT, on va comparer entre l'entreprise et son benchmark, on va écrire un rapport de benchmarking, on va discuter les résultats de ce rapport et comment exécuter l'amélioration.

**Responsable RSE:** D'accord, non pas vraiment on ne suit pas vraiment un processus on le fait d'une manière spontanée. Je vais vous expliquer ce qu'on fait. Le groupe Castel est présent dans 21 pays africains avec plus d'une centaine d'entreprises, on fait un benchmarking interne avec toutes ces entreprises par une rencontre mensuelle qui regroupe les responsables RSE de chaque entreprise. On échange les infos, on échange les bonnes pratiques pour s'améliorer.

**Interviewer:** Et vous utilisez quelle plateforme pour cette rencontre mensuelle ?

**Responsable RSE:** Teams

**Interviewer:** Est-ce que vous utilisez d'autres outils pour votre benchmarking ?

**Responsable RSE:** On fait du benchmarking compétitif et fonctionnel via les réseaux sociaux numériques toujours d'une façon spontanée mais on a fait appel à une startup dont je ne me souviens pas le nom qui a réalisé une analyse de sentiment dont on a utilisé les résultats de leur travail pour améliorer et rectifier notre stratégie, ils utilisent des algorithmes spéciaux pour ça.

**Interviewer:** À votre opinion, quels sont les défis et les limitations du benchmarking dans le contexte algérien ?

**Responsable RSE:** C'est juste qu'il n'y a pas d'obligation de faire du benchmarking dans le cadre de la responsabilité sociale et environnementale, on le fait volontairement. Si c'était obligatoire, avec un budget spécial, on pourrait le faire mieux pour exercer l'amélioration et être au top.

## **English Translation**

**Interviewer:** How would you describe the role and importance of digital social networks for NCA Rouiba?

**CSR Responsible:** These platforms are important for enhancing the brand image and the image of a responsible corporate citizen. As the CSR responsible, I work on this corporate citizen image through charitable actions, donations, sponsorships, environmental protection activities, and the encouragement of innovation and start-ups, etc. Social media networks help to promote this aspect of the corporate citizen.

**Interviewer:** Why do you prioritize institutional advertising on digital social networks?

**CSR Responsible:** This form of advertising is a voluntary approach that has been established since 2010 at NCA-Rouiba. In 2017, there was the launch of this approach to establish the vision of a corporate citizen. But now it has become an obligation for any company. Initially, there was institutional advertising only within the company, but it was gradually externalized without asking for anything in return.

**Interviewer:** Do you find this approach of the vision to be a corporate citizen effective? Because people often ask why spend so much money without asking for anything in return.

**CSR Responsible:** Our work has this intangible aspect, but we have collaborated with a start-up to measure its efficiency.

**Interviewer:** We observe that NCA-Rouiba is constantly looking for best practices to implement in institutional advertising. Do you consider this as benchmarking? If so, why?

**CSR Responsible:** Yes, it is benchmarking, and it is necessary for us in the context of social and environmental responsibility to improve.

**Interviewer:** Do you follow a process or methodology for benchmarking to adjust and refine NCA-Rouiba's institutional advertising strategy?

**CSR Responsible:** What do you mean by this question?

**Interviewer:** Several researchers have introduced different benchmarking models with steps to follow. There are benchmarking initiatives that start with a preparation phase where benchmarks are selected, SWOT analyses are conducted, comparisons are made between the

company and its benchmark, a benchmarking report is written, and the results of this report are discussed along with how to implement improvements.

**CSR Responsible:** Okay, no, not really, we don't follow a specific process; we do it in a spontaneous manner. I'll explain what we do. The Castel Group is present in 21 African countries with over a hundred companies; we do internal benchmarking with all these companies through a monthly meeting that brings together the CSR responsables of each company. We exchange information, share best practices to improve.

**Interviewer:** And which platform do you use for this monthly meeting?

**CSR Responsible:** Teams

**Interviewer:** Do you use other tools for your benchmarking?

**CSR Responsible:** We do competitive and functional benchmarking via digital social networks always in a spontaneous way, but we called on a start-up whose name I don't remember that conducted a sentiment analysis, we used the results of their work to improve and adjust, they use special algorithms for that.

**Interviewer:** In your opinion, what are the challenges and limitations of benchmarking in the Algerian context?

**CSR Responsible:** It's just that there is no obligation to do benchmarking in the context of social and environmental responsibility, we do it voluntarily. If it were mandatory, with a special budget, we could do it better to implement improvements and be at the top.

**Interviewer:** Thank you very much for your time and contribution.

**CSR Responsible:** You're welcome at any time.

## **Second interview with NCA-Rouiba's Marketing director and digital manager**

### **French Transcript:**

**Interviewer :** Comment décrivez-vous l'importance des réseaux sociaux numériques pour la NCA-Rouiba?

**Digital Manager:** Les réseaux sociaux numériques sont très importants pour la nouvelle génération. Ils sont tous connectés sur leurs téléphones. En plus, les réseaux sociaux poussent les contenus des marques via les techniques de sponsoring, ce qui permet de toujours d'être présent dans le feed des internautes. Chaque réseau social a sa propre stratégie. Facebook a une stratégie, Instagram aussi, même sur TikTok qui prend de l'ampleur aujourd'hui. On essaye de s'adapter à chaque réseau social et à sa communauté.

**Interviewer :** Quelles sont les catégories d'âges qui vous suivent par les réseaux sociaux numériques ?

**Digital manager:** C'est pratiquement les jeunes de 13 ans à 35 ans.

**Marketing director:** C'est vrai que la majorité qui nous suivent sont des jeunes mais on a une cible généralisée parce qu'on a plusieurs gammes par exemple il y a la gamme « excellence ». C'est les personnes âgées qui achètent cette gamme parce qu'elle est une gamme Premium. Ils font plus attention à ce qu'ils mangent, à la qualité des fruits, donc on essaye de pousser nos produits sur les réseaux sociaux pour chaque tranche d'âge.

**Interviewer :** On a constaté que le nombre de publicités institutionnelles sur vos plateformes de réseaux sociaux numériques dépasse le nombre de publicités sur les produits. Pourquoi vous priorisez la pub institutionnelle ?

**Digital manager:** Parce qu'on travaille sur le Branding. Parce que si on se focalise sur les publicités de produit, l'internaute ne va pas s'engager avec les contenus qu'on partage via les réseaux sociaux numériques.

**Marketing director:** Alors pas forcément. Il y a des périodes où on fait plus de publicité institutionnelle et peu de publicité de produits mais on se focalise sur les produits. Nos produits sont toujours présents dans les réseaux sociaux numériques même dans les

campagnes institutionnelles comme celle de la Fête des Mères. On intègre toujours les produits de la NCA-Rouiba.

**Interviewer** : Peut-être parce que vous êtes beaucoup plus dans le marketing que la communication ?

**Marketing director** : On met l'accent beaucoup plus sur les produits. Chaque mois on fait un post-in-plan: quelle gamme on doit promouvoir, quel produit on doit mettre en évidence. Donc les publicités institutionnelles viennent juste dans les moments des fêtes, le 5 juillet, la fête des mamans, etc. On ne communique pas sur la marque tout le temps.

**Digital manager** : Alors moi je vais répondre à ta question en disant que on fait ce genre de publicités institutionnelles pour maintenir une bonne image de marque. Que Rouiba est votre allié, Rouiba est là pour vous, Rouiba ce n'est pas juste des ordres "achetez notre produit". Rouiba est là pour t'accompagner, elle est là tout le temps, elle est là comme une personne, elle est là comme votre ami. On essaye de s'adapter aussi à chaque ton de communication.

**Interviewer** : C'est quoi un ton de communication ?

**Digital manager** : C'est la façon dont on s'adresse à l'internaute, on communique avec lui en utilisant la langue, le style, le vocabulaire qu'il comprend. Donc il y a beaucoup de marques qui se focalisent uniquement sur les produits mais ce n'est pas le cas pour nous. Il y a une variété de contenus. On collabore avec les acteurs, les comédiens, les chanteurs. Malgré le fait qu'on intègre nos produits dans chaque contenu, mais ça reste des efforts pour promouvoir notre image de marque, pour rester dans les esprits des internautes. Donc oui, on travaille sur cette image de marque mais le focus reste toujours nos produits. Notre objectif c'est de faire connaître nos gammes, nos produits, etc.

**Interviewer** : Est-ce que vous faites du benchmarking et est-ce que vous le voyez comme une méthode efficace ?

**Digital manager** : Clairement, bien sûr !

**Marketing director** : Alors dans les objectifs de notre travail on a la partie qui s'appelle benchmarking. On suit toujours les tendances du marché que ce soit en termes de communication ou en termes de produits, packaging. On cherche toujours l'excellence. On fait du benchmarking pas que dans le marché national, même à l'échelle internationale, on compare pour voir où on se situe.

**Digital manager :** On fait du benchmarking sur deux paliers. Le premier palier c'est tout ce qui est produit. On le décortique : les couleurs, on fait une dégustation et on essaye de l'attaquer avec un produit mieux que lui. Le deuxième palier c'est la communication. Comment le benchmark a intégré ce produit dans ses réseaux sociaux numériques ? Est-ce qu'il a utilisé des jeux, des quiz, etc. ? À partir de ces résultats de benchmarking, on va développer un plan pour attaquer et communiquer mieux que les autres. Si on cherche l'excellence, on va se différencier, on va se démarquer en termes de produits et en termes de communication. Donc le benchmarking est important pour nous pour évoluer et s'améliorer.

**Interviewer :** Quels sont les outils que vous utilisez pour faire du benchmarking ?

**Digital manager :** C'est pratiquement les réseaux sociaux numériques, parfois sur Google en lisant des articles.

**Interviewer :** Est-ce que vous contactez vos concurrents pour échanger les bonnes pratiques dans le domaine de la communication ?

**Marketing director :** Non, pas de contact.

**Digital manager :** Ah non, ça ne se fait pas. C'est confidentiel, ce n'est pas possible. Les réseaux sociaux sont pratiquement la seule source pour mener notre benchmarking. Tout est confidentiel, même notre communication.

**Interviewer :** Lors de mon entretien avec le responsable RSE, il m'a dit qu'ils font une rencontre mensuelle où ils font du benchmarking interne. Est-ce que c'est le même cas pour vous avec les autres filiales du groupe Castel ?

**Marketing director :** Non, en marketing on n'a pas ça, mais...

**Interviewer:** Selon vous quelles sont les limitations du benchmarking dans le contexte algérien ?

**Digital manager :** On n'a pas d'accès direct avec les concurrents donc on décortique l'identité des marques, leur communication principalement par les réseaux sociaux.

**Marketing director :** Mais en fait aussi du benchmarking au niveau international en rentrant en contact avec les agences de marketing et de communication qui sortent des nouveaux concepts. On apprend et on améliore.

**Digital manager :** Donc voilà comment ça se passe au niveau stratégique, mais on oblige notamment les boîtes de communication avec qui nous travaillons à faire aussi du benchmarking.

**Interviewer :** Merci pour votre temps et votre contribution.

**Digital manager :** Est-ce que vous avez une autre question, on est là.

**Marketing director :** On peut aussi vous aider dans la partie pratique de votre mémoire si vous en avez besoin.

**Interviewer:** Merci beaucoup.

## **Second interview with NCA-Rouiba's Marketing director and digital manager**

### **English Translation:**

**Interviewer:** How would you describe the importance of digital social media for NCA-Rouiba?

**Digital Manager:** Digital social media are very important for the new generation. They are all connected on their phones. Moreover, social media push brand content via sponsorship techniques, which allows us to always be present in users' feeds. Each social network has its own strategy. Facebook has one strategy, Instagram another, even TikTok, which is gaining traction today. We try to adapt to each social network and its community.

**Interviewer:** What age categories follow you on digital social media?

**Digital Manager:** It's mainly young people aged 13 to 35.

**Marketing Director:** It's true that the majority who follow us are young, but we have a generalized target because we have several ranges. For example, there's the excellence range. It's the older people who buy this range because it's a premium range. They pay more attention to what they eat, to the quality of the fruits, so we try to push our products for each age group.

**Interviewer:** We noticed that the number of institutional advertisements on your digital social media platforms exceeds the number of product advertisements. Why do you prioritize institutional advertising?

**Digital Manager:** Ah yes, because we work on branding. If we focus on product advertisements, users won't engage with the content we share via digital social media.

**Marketing Director:** Not necessarily. There are periods where we do more institutional advertising and less product advertising, but we still focus on products. Our products are always present on digital social media, even in institutional campaigns like Mother's Day. We always integrate NCA-Rouiba products.

**Interviewer:** Maybe because you are more into marketing than communication?

**Marketing Director:** We emphasize products more. Each month, we create a publication plan: which range we need to promote, which product we need to highlight. So, institutional advertisements only come during festive moments, July 5th, Mother's Day, etc. We don't communicate about the brand all the time.

**Digital Manager:** So, I'll answer your question by saying that we do this kind of institutional advertising to maintain a good brand image. That Rouiba is your ally, Rouiba is there for you, Rouiba is not just giving orders like "buy our product". Rouiba is there to support you, it's there all the time, it's there like a person, it's there like your friend. We also try to adapt to each tone of communication.

**Interviewer:** What is a tone of communication?

**Digital Manager:** It's the way we address the user, we communicate with them using the language, style, and vocabulary they understand. So, many brands focus only on products but that's not the case for us. There's a variety of content. We collaborate with actors, comedians, singers. Despite integrating our products in each content, it remains efforts to promote our brand image, to stay in users' minds. So yes, we work on this brand image but the focus remains our products. Our objective is to make our ranges, our products known, etc.

**Interviewer:** Do you do benchmarking and do you see it as an effective method?

**Digital Manager:** Clearly, of course!

**Marketing Director:** So in our work objectives, we have a part called benchmarking. We always follow market trends, whether in terms of communication or products, packaging. We always seek excellence. We do benchmarking not only in the national market, but also internationally; we compare to see where we stand.

**Digital Manager:** We do benchmarking on two levels. The first level is everything related to products. We dissect it: the colors, we do a tasting and we try to attack with a better product. The second level is communication. How did the benchmark integrate this product into their digital social media? Did they use games, quizzes, etc.? From these benchmarking results, we will develop a communication plan to attack and communicate better than others. If we seek excellence, we will differentiate ourselves, we will stand out in terms of products and communication. So benchmarking is important for us to evolve and improve.

**Interviewer:** What tools do you use for benchmarking?

**Digital Manager:** It's mainly digital social media, sometimes Google by reading articles.

**Interviewer:** Do you contact your competitors to exchange best practices in the field of communication?

**Marketing Director:** No, no contact.

**Digital Manager:** Ah no, that's not done. It's confidential, it's not possible. Digital social media are practically the only source to conduct our benchmarking. Everything is confidential, even our communication.

**Interviewer:** During my interview with the CSR manager, he told me that they have a monthly meeting where they do internal benchmarking. Is it the same for you with the other subsidiaries of the Castel group?

**Marketing Director:** No, in marketing we don't have that, but...

**Interviewer:** According to you, what are the limitations of benchmarking in the Algerian context?

**Digital Manager:** We don't have direct access to competitors, so we dissect the brand identities, their communication mainly through social media.

**Marketing Director:** But we also do international benchmarking by contacting marketing and communication agencies that come up with new concepts. We learn and improve.

**Digital Manager:** So this is how it works strategically, but we also require the communication agencies we work with to do benchmarking.

**Interviewer:** Thank you for your time and contribution.

**Digital Manager:** Do you have any other questions, we are here.

**Marketing Director:** We can also help you with the practical part of your dissertation if you need it.

**Interviewer:** Thank you very much.

## **Third interview with Arabesques's Account manager and digital project chief**

### **Interview Transcript in French:**

**Interviewer :** Comment le benchmarking influence le contenu de la NCA Rouiba via les réseaux sociaux numériques ?

**Account Manager :** Alors, à Arabesques, il y a deux départements : le département conseil et le département digital. C'est le département digital qui s'occupe des initiatives de benchmarking. On utilise le benchmarking avant chaque campagne ou le lancement d'un produit. Par exemple, le dernier produit a été le jus lacté Léo pour les enfants. Donc, on a fait du benchmarking sur deux aspects : la ligne éditoriale (tout ce qui est message, communication, comment mettre ce produit en valeur, comment parler de ce produit) et la ligne graphique (les couleurs, le design, le placement des informations, etc.).

**Interviewer :** Quel est le processus suivi pour faire du benchmarking ?

**Digital Project Chief :** Alors, d'abord, on identifie les concurrents à l'échelle nationale et internationale. On scanne leurs réseaux sociaux numériques, leurs lignes éditoriales, et leurs lignes graphiques. On utilise des sites spécialisés pour collecter des statistiques, voir le reach, le taux d'engagement, les interactions, les likes et les abonnements.

**Interviewer :** Est-ce que vous pouvez me donner des exemples de ces sites et s'ils sont payants ?

**Digital Project Chief :** Oui, on travaille avec des sites comme Social Blade et BuzzSumo. Chaque site donne un essai gratuit pour une période.

**Account Manager :** Ces sites sont cruciaux pour notre benchmarking, mais ils donnent juste des données quantitatives. Donc, on fait une collection des données qualitatives en analysant les réseaux sociaux numériques des concurrents de la NCA-Rouiba d'une façon manuelle et analytique. On voit quel contenu marche le plus. Il y a une équipe spéciale à Arabesques pour ça.

**Interviewer :** Est-ce que les réseaux sociaux numériques et les sites analytiques sont les seuls moyens que vous utilisez pour faire du benchmarking ?

**Digital Project Chief :** Non, il y a d'autres moyens. Par exemple, il y a les rapports annuels sur HubSpot et UpSpot. Ce sont des blogs spécialisés dans tout ce qui est tendances sur les réseaux sociaux, comment avoir de l'engagement, quels contenus sont priorisés par les algorithmes. Il y a aussi des vidéos sur YouTube, par exemple sur les tendances de 2025. On suit toujours les tendances dans le monde digital.

**Interviewer :** Est-ce que vous faites du benchmarking de manière fréquente ?

**Account Manager :** Oui, on le fait de manière très fréquente. On fait du benchmarking au début du contrat avec nos clients. On le fait chaque trimestre, donc tous les trois mois, et on fait aussi un rapport de benchmarking chaque mois pour chacun de nos clients. On leur donne les résultats du benchmarking et les recommandations.

**Interviewer :** Selon vos opinions, pourquoi on ne communique pas sur le benchmarking en Algérie ?

**Digital Project Chief :** Il n'y a pas une entreprise qui ne passe pas par ça, ce n'est pas tabou.

**Account Manager :** On ne le fait pas pour copier, mais pour se différencier, pour se démarquer, pour savoir où se positionner. Et ce n'est pas tabou.

**Interviewer :** Merci beaucoup pour votre temps et votre contribution.

### **Translation of Interview into English:**

**Interviewer:** How does benchmarking influence NCA Rouiba's content on social media?

**Account Manager:** At Arabesques, we have two departments: the consulting department and the digital department. The digital department handles benchmarking initiatives. We use benchmarking before launching a product. For example, the latest product was the lacto juice Léo for children. We did benchmarking on two aspects: the editorial line (everything related to messaging, communication, how to showcase this product, how to talk about it) and the graphic line (colors, design, placement of information, etc.).

**Interviewer:** What is the process followed for benchmarking?

**Digital Project Chief:** First, we identify competitors at the national and international levels. We scan their social media, their editorial lines, and their graphic lines. We use specialized sites to collect statistics, see reach, engagement rate, interactions, likes, and followers.

**Interviewer:** Can you give me examples of these sites and if they are paid?

**Digital Project Chief:** Yes, we work with sites like Social Blade and BuzzSumo. Each site gives a free trial for a period.

**Account Manager:** These sites are crucial for our benchmarking, but they only provide quantitative data. So, we collect qualitative data by manually and analytically analysing the social media of NCA-Rouiba's competitors. We see what content works best. There is a special team at Arabesques for this.

**Interviewer:** Are social media and analytical sites the only means you use for benchmarking?

**Digital Project Chief:** No, there are other means. For example, there are annual reports on HubSpot and UpSpot. These are blogs specialized in everything related to social media trends, how to get engagement, what content is prioritized by algorithms. There are also videos on YouTube, for example, on 2025 trends. We always follow the trends in the digital world.

**Interviewer:** Do you do benchmarking frequently?

**Account Manager:** Yes, we do it very frequently. We do benchmarking at the start of the contract with our clients. We do it every quarter, so every three months, and we also do a benchmarking report every month for each of our clients. We give them the results of the benchmarking and the recommendations.

**Interviewer:** In your opinion, why don't we communicate about benchmarking in Algeria?

**Digital Project Chief:** There isn't a company that doesn't go through this, it's not taboo.

**Account Manager:** We don't do it to copy, but to differentiate, to stand out, to know where to position ourselves. And it's not taboo.

**Interviewer:** Thank you very much for your time and contribution.