EXECUTIVE SUMMARY

*Michael Porter’s* generic strategies consist of cost leadership, focus, and differentiation. The researchers sought to determine which strategies firms in Appalachia employed. A survey was conducted with 309 usable responses. Managers and owners ranked their perception of competition and whether their products or services competed on the basis of low cost, quality, or differentiation. Results are compared by gender, length of time in operation, business classification, and sales volume. Statistical differences emerged.

Keywords: Porter’s generic strategies, Competition, Appalachia, Products or services