



## Michael Porter's Competitive Advantage Theory: Focus Strategy for SMEs

By Max Zapf

GRIN Verlag GmbH Mai 2011, 2011. Taschenbuch. Book  
 Condition: Neu. 213x158x4 mm. This item is printed on demand  
 - Print on Demand Neuware - Research Paper from the year  
 2008 in the subject Business economics - Business  
 Management, Corporate Governance, grade: A, University of  
 Applied Sciences Chur, course: MSc Entrepreneurship,  
 language: English, abstract: This report was commissioned to  
 examine whether small and medium enterprises (SMEs) that  
 target only a few market segments will promote their products  
 and services more effectively than SMEs that target the mass  
 market. The research draws attention to Porter's generic  
 theory of competitive advantage by mainly concentrating on  
 the third of his competitive advantage strategies, the focus  
 strategy. Theory as well as a practical survey was used in order  
 to falsify or approve the research question. Theory revealed  
 Porter's focus strategy to have several key advantages over a  
 mass market strategy which make firms pursuing such a  
 strategy more effective in their product promotion efforts.  
 First, a focused firm does not have to devote substantial  
 resources into being all things to all people entailing less  
 expenditure of time and money in comparison to a mass  
 market strategy. Second, empirical evidence was found that  
 customers...

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