Wide World Importers

**3456 Elm Street, San Francisco, CA 10012**

To: Nancy Anderson

Cc: Florian Stiller

From: Michael Allen

Date: 3/21/2013

Re: Competitive Analysis

I had an interesting trip on Friday. I visited competitors all over the city, but focused my analysis on just three because I think those companies represent the biggest threats. At first, I was alarmed when I saw some of the prices at Fabrikam, but I was reassured when I realized that their strategy involves weekly loss-leader promotions that are not representative of their prices overall. We need to find a way to make this point in our marketing materials.

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| Store | Type | Prices | Service | Quality |
| Fabrikam | Traditional | Some lower, some much higher | Adequate | Some poor, some good |
| Northwind Traders | Warehouse | Lower | Non-existent | Substandard to adequate |
| Contoso | Traditional | Much higher | Good | Good |

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